

PSYCHOLOGY & SOCIOLOGY

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Relationship between Organizational Justice and Organizational Citizenship Behavior among Managers, Staff and Faculty Members of Departments of Physical Education in Iran

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Abstract

Background. Employees' perception of justice in compensation programs, organizational procedures and interpersonal behaviors can have a key role in developing and encouraging organizational citizenship behavior.

Aim. The purpose of this study was relationship between organizational justice perception and organizational citizenship behavior among Managers, Staff and Faculty Members of Departments of Physical Education in Iran.

Methods. The research methodology has been a survey and it is descriptive-correlation from the method view of data collection. In this research the statistical population included Managers, Staff and Faculty Members in 11 Departments of Physical Education in national universities of Iran, that with consideration to size and accessibility of sampling method, to determine sample size, 201 people (N=201), were selected as sample size. In order to gather data two standard questionnaires with high validity and reliability which as: organizational Justice and organizational citizenship behavior were used. In order to analyze the data, the descriptive statistics and inferential statistics (Pearson Correlation Coefficient) were applied.

Results. The research finding indicated that between organizational justice and organizational citizenship behavior a significant mutual relationship was confirmed ($P=0.000$, $r = 0.771$). Also there was significant and positive relationship between three dimensions of organizational justice with organizational citizenship behavior, and also five dimensions of organizational citizenship behavior with organizational justice.

Introduction

Justice is one of the most important, sacred and prominently uttered terms in human civilization lexicon, in which the implementation is considered as one of the essential affairs from the perspective of each good natured person and usually each man, even a wicked one, approves the value of justice observation. Justice is one of the vital elements of any kind of social association. With consideration of this importance, continued voluntary presence of the individual in groups, depends on their perception of fairness observation and justice dimensions. For this purpose, if the members of one group

or social system have more equitable understanding of that systems' behavior, so they have greater commitments and attachment (affection) for its association, presence and development [Mojahed *et al.* 2016: 91-109]. Justice behavior is something that employees expect it according to time investment and their abilities in an organization. These individuals' expectations are followed with a great concern for the leaders as they must concentrate on the amount of justice which is realized by their employees, because in this way the managers will be able to bring into effect the individuals' abilities by creating favorable atmosphere [Charash, Spector 2001: 287-321]. More responsible individuals are duty bound of organiza-

tions' values and goals and will play more active role in organization and apply rarely for new job opportunity and leave organization. This is the over role and spontaneous behavior that put the employees in a position that work over duty expectation and occupation explanation voluntarily [Chompookum, Brooklyn 2004: 406-423].

In Organizational Justice, it is particularly stated that how one should treat the employees so that they feel that they are encountered equally (fairly). Organizational Justice is also a degree that employees feel, the procedures and organizational policies which are concerned to their job. Specially, employee's perception of equality and fair treatment can effect on the other relevant variables at work [Scandura 1999: 25-40]. Organizational Justice Term was coined by Greenberg in 1970 for the first time. He believes that Organizational Justice consists of three dimensions which includes Distributive Justice, Procedural Justice and Interactional Justice and is explained briefly in the following: One kind of Organizational Justice is Distributive Justice that refers to the equitability of the consequences and results received by the employees. Distributive Justice conceptualizes the fairness judgment of outcomes allocations, like payment level or promotion opportunity in an organization context. Procedural Justice is a justice that is fulfilling the requirements of the employees of an organization by adopting fair procedures. It means apart from being fair in basic concept of law, the process within which the justice is supposed to get result from, must be fair too. The third domain of Organizational Justice is Interactional Justice; which is a kind of Procedural Justice and refers to equitable encounter with an employee in the form of official approved methods. Interactional Justice emphasizes on the interpersonal decision making aspect, particularly equality of decision makers' behavior in decision making process [Folger, Greenberg 2005: 115-130].

The terms which have been used in recent decades to explain Organizational Citizenship behavior is stated as: social behaviors, extra-role behaviors and organizational spontaneous and field performance. Organ believes that Organizational Citizenship behavior is an individual and voluntary behavior, which has not been designed directly by official reward systems, despite this, it causes promoting in effectiveness and efficiency in organization's performance [Organ 1998]. Graham [1991] believes that Organizational Citizenship behavior is shown in three types which are included Organizational Obedience, Organizational Loyalty and Organizational Participation and Organ expresses that Organizational Citizenship behavior consists of five dimensions. Conscientiousness dimension is a state that members of organization perform special behaviors, and act beyond the minimum level of needed duty for that task or, in the other word, the individuals who possess progressive citizenship behavior, pursue their work in the worst conditions and even in illness and weakness status, which is the sign

of their high dutifulness [Graham 1991: 249-270]. The Second dimension is Courtesy which implies the beneficial and useful treatments such as intimacy, sincerity and compassion between colleagues who help directly or indirectly the other employees who have works' problems [Organ 1998]. The third dimension of Organizational Citizenship behavior which is called Civil Virtue includes behaviors such as presenting in extracurricular activities when presentation is not necessary, protect the presented development and changes by managers of organization, tendency to study books and magazines and increase the general information and accentuate to notice and poster affixing and poster in organization in order to inform others [Graham, Werma 1991: 551-568]. Sportsmanship is the fourth dimension of Organizational Citizenship behavior that is implying to being patient against desirable and favorable situations, without any objection and complaint [Graham, Werma 1991: 551-568]. The last dimension of Organizational Citizenship behavior is a respectable reverence of organization. This explains the way of individuals' treatment with colleagues, supervisors and addressees of organization. The Individuals who are treated respectfully and reverent with others possess the progressive citizenship behavior. This research will certify that organizational behavior is a variable that predicts so many other organizational variables. One of the most important consequences of Organizational Justice that has been considered recently is organizational citizenship behavior (clubbed) with its domain [Russell, Robert 2007: 175-201]. Today, the voluntary, over-expected, effective efforts are considered as behaviors beyond the main role or behaviors of Organizational Citizenship. The majority of managers are demanding the employees who overdo rather than their mere jobs' duties. In these cases, the employees dedicate themselves to their organization, and there causes a mutual dedication between the employees and their organization, and so the employees show the organizational citizenship behavior. So the results of this research can be helpful for the managers of organizations as a motivational instrument; so that they can motivate the employees to help their organizations and encourage them in having more cooperation [Moorman 1991: 845-855]. However, to achieve the educational objectives, requires optimum use of the financial funding, human resources and facilities [Fournier 2008]. Also leadership has an effective role in the effectiveness of individuals and group, it was considered an important process in human resources management [Mohamad Nizam *et al.* 2016]. Dynamics of education system depends on different elements including highly satisfied, obligated and loyal employees closely involved with their job. This way in a dynamic and healthy atmosphere using their capabilities, they try to keep higher efficiency and better performance in this cultural organization. Therefore, this organization has always made an attempt to look after the employees and members properly, because their

attitudes are correlated with the behaviors important to the organization [Greenberg 2004: 79-103]. The more fundamental way from the very important issues and resolving problems, increase efficiency and effectiveness of managers and sports experts, this can show the result in the development of comprehensive sports, production of knowledge in this area, positive consequences of justice and satisfaction, work commitment and participation of civil behavior and consequently a subset of individuals seeking sports organizations to actually be useful. Till now, no research has been done at the level of society, especially student sport society of Iran and India. It seems that the status of Organizational Justice and Organizational Citizenship behavior in Educational Institutions of Sport can be different from other organizations due to the nature of sport. Nowadays, sports organizations need justice, equality, voluntary service, and partnership because of so many desires and holding crowded conferences – like Olympic Games gatherings, Asian Games, Commonwealth Games etc, to bring out the ability, skills and the justice of the respective countries and the respective society and the respective community as well. Therefore, the main goal of this study is to investigate the process of Organizational Justice in Organizations and its relationship with the Organizational Citizenship behavior in Departments of Physical Education in Iran.

Methods

The present research from the aim point of view is applied and it is descriptive-correlation from the method view of data collection due to the relation between research variables and one of its significant advantages is the capability of generalizing its results.

Statistical Population and Statistical Sample

In this research the statistical population included around 420 Managers, Staff and Faculty Members from 11 departments of Physical Education in national universities of Iran. To determine sample size in the module of Iran with considering Cochran Formula Size Sample, 201 people (N=201) were selected as sample size.

The Measurement Instruments

In the present study, in order to perform the basic research processes and to collect data; the field method including the questionnaires method has been used. In order to do that, the two independent and separate questionnaires: 1) Organizational Justice Questionnaire by Niehoff and Moorman [1993], 2) Organizational Citizenship behavior Questionnaire by Podsakoff and Mackenzie [1998], have been employed.

Methods for Analyzing and Interpretation of Data

In the present research, in order to analyze the data, the descriptive statistics, central tendency index (mean), scattering index (deviation standard), number, percentage, tables and charts were used for describing the results. Inferential statistics was used to test the research hypotheses. To determine the relationship between Organizational Justice and Organizational Citizenship behavior, Pearson Correlation Coefficient was used. All these tests are performed with the use of the version 19 of SPSS pack.

Results

Description of data indicates that in Departments of Physical Education, Mean and Standard Deviation of Age was $M=39.30$, $SD=8.12$, that among 201 participants 71.6% Male (144) and 28.4% Female (57) was obtained. To describe the data of Educational Qualification (**Table 1**) among the 81 participants of Staff, 51.9% have a Basic Education and 48.1% have a Higher Education, Among the 68 participants of Members of Faculty 38.2% have a Higher Education and 61.8% have a Doctorate and also among 52 participants of Management 55.8% have a Higher Education and 44.2% have a Doctorate. On the whole among three scopes that are among 201 people 20.9% have a Basic Education and 46.8% have a Higher Education and 32.3% are Doctorate. To describe the data of Educational Field among the 201 participants 71.6% have an education in Physical Education and 28.4% have an education in Other Fields.

Totally, scoring of Organizational Justice in Departments of Physical Education as Mean and Standard Deviation has been presented in the table 2. The Maximum Score for Organizational Justice is 95. The research findings indicate that the Mean and Standard Deviation of Organizational Justice among 201 people is ($M=66.38$, $SD=6.91$). Regarding to Scope of Staff ($M=63.33$, $SD=7.30$), Scope of Members of Faculty ($M=69.30$, $SD=5.61$) and also Scope of Management ($M=67.32$, $SD=5.58$). Thus, in this module the Minimum Score was 45 and the maximum score was 85. Referring to the table 13, it can be noticed that the Mean of Organizational Justice in the population which is at the Medium and just above the average level.

On the whole, the research findings indicate that the Mean and Standard Deviation of Organizational Citizenship behavior among 201 people is ($M=93.93$, $SD=9.39$). Which is in the Scope of Staff is ($M=92.48$, $SD=9.76$), Scope of Members of Faculty is ($M=94.02$, $SD=9.88$) and also Scope of Management is ($M=95.31$, $SD=7.67$). Thus, in this module the Minimum Score was 56 and the Maximum Score was 117. Referring to the table 15, we can infer the Mean and Standard Deviation

Table 1. Description of Educational Qualification in Departments of Physical Education

Group	Number	Educational Qualification	Frequency	Percent
Staff	81	Basic Education	42	51.9
		Higher Education	29	48.1
		Doctorate	-	-
Members of Faculty	68	Basic Education	-	-
		Higher Education	26	38.2
		Doctorate	42	61.8
Management	52	Basic Education	-	-
		Higher Education	29	55.8
		Doctorate	23	44.2
Total	201	Basic Education	42	20.9
		Higher Education	94	46.8
		Doctorate	65	32.3

Table 2. The Score of Organizational Justice in Departments of Physical Education

Group	Number	Organizational Justice & Subdivision	Mean	SD	Minimum	Maximum
Staff	81	Distributional Justice	16.65	1.83	10	22
		Procedural Justice	16.98	2.44	10	22
		Interactional Justice	29.70	5.31	20	42
		Organizational Justice	63.33	7.30	45	82
Members of Faculty	68	Distributional Justice	18.29	2.21	14	24
		Procedural Justice	19.51	2.50	14	25
		Interactional Justice	31.50	3.83	22	42
		Organizational Justice	69.30	5.61	58	85
Management	52	Distributional Justice	17.23	2.53	12	24
		Procedural Justice	18.46	2.27	13	23
		Interactional Justice	31.63	3.22	25	41
		Organizational Justice	67.32	5.85	57	85
Total	201	Distributional Justice	17.35	2.26	10	24
		Procedural Justice	18.22	2.64	10	25
		Interactional Justice	30.81	4.44	20	42
		Organizational Justice	66.38	6.91	45	85

of Organizational Citizenship behavior in the population of Iran which is at the Medium and High levels.

Natural and Normal distribution of data

Before performing the tests which are necessary for entering into the searching process of hypotheses; the Kolmogorov–Smirnov test is used in order to find out the normal distribution of data for organizational justice and three dimensions and organizational citizenship behavior and five dimensions among the participants of this study, also Levine Test is also used to ensure the variance homogeneity of the research groups. The fact was that some of the variables did not possess the normal distribution and variance homogeneity; therefore instead of parametric tests, nonparametric equivalent tests are used.

The Relationship between Variables

— *There is a significant correlation between Organizational Justice and Organizational Citizenship behavior in Departments of Physical Education in Iran*

The results of the data analysis showed that concerning P-Value by Pearson Correlation Coefficient between the Organizational Justice and Organizational Citizenship behavior (table 3), the Significant correlation was ($P=0.000$, $r = 0.771$) in Departments of Physical Education of Iran.

The result indicates that between Organizational Justice and Organizational Citizenship behavior a mutual relationship were confirmed in this population, it means, there exists a positive significant relationship between employees and organization in which they are working. Thus, the hypothesis of the researcher is that there is a significant correlation between these two variables was confirmed and it means that there exists a positive and meaningful significant relationship between Organizational Justice and Organizational Citizenship behavior, are in direct proportion in all aspects. Statistical findings for relationship among Various Dimensions of Organizational Justice and Organizational Citizenship behavior in Departments of Physical Education are given in the table 4.

The results of the data analysis indicated that concerning P-Value according to Pearson Correlation

Table 3. Correlation between Organizational Justice and Organizational Citizenship behavior in Departments of Physical Education

Variable	Mean	SD	N	1	2
1. Organizational Justice	66.43	6.91	201	-	
2. Organizational Citizenship behavior	95.76	9.39	201	0.771 ≠ 0.000**±	-

1. Organizational Justice, 2. Organizational Citizenship behavior

** Correlation is significant at the 0.01 level (2-tailed), * Correlation is significant at the 0.05 level (2-tailed).

Table 4. Correlation among the Various Dimensions of Organizational Justice and Organizational Citizenship behavior in Departments of Physical Education of Iran

Variable	Mean	SD	N	1	2	3	4	5
1. Distributinal Justice	17.35	2.26	201	-				
2. Procedural Justice	18.22	2.64	201	0.386 0.000**±	-			
3. Interactional Justice	30.81	4.44	201	0.190 0.007*	0.268 0.000**	-		
4. Organizational Justice	66.43	6.91	201	0.600 0.000**	0.709 0.000**	0.771 0.000**	-	
5. Organizational Citizenship behavior	95.76	9.39	201	0.416 0.000**	0.613 0.000**	0.587 0.000**	0.771 0.000**	-

1. Distributinal Justice, 2. Procedural Justice, 3. Interactional Justice, 4. Organizational Justice, 5. Organizational Citizenship behavior

** Correlation is significant at the 0.01 level (2-tailed), * Correlation is significant at the 0.05 level (2-tailed).

Table 5. Correlation among the Various Dimensions of Organizational Citizenship behavior and Organizational Justice in the module of Iran

Variable	Mean	SD	N	1	2	3	4	5	6
1. Conscientiousness	20.05	3.10	201	-					
2. Sportsmanship	19.55	2.86	201	0.085≠ 0.233±	-				
3. Civic Virtue	15.95	2.29	201	0.269 0.000**	0.176 0.012*	-			
4. Altruism	20.15	3.08	201	0.301 0.000**	0.238 0.001**	0.486 0.000**	-		
5. Courtesy	20.03	2.65	201	0.209 0.000**	0.192 0.006**	0.469 0.000**	0.363 0.000**	-	
6. Organizational Citizenship behavior	95.76	9.39	201	0.577 0.000**	0.472 0.000**	0.669 0.000**	0.774 0.000**	0.624 0.000**	-
7. Organizational Justice	66.43	6.91	201	0.478 0.000**	0.356 0.000**	0.521 0.000**	0.566 0.000**	0.545 0.000**	0.771 0.000**

Coefficient among the distributinal Justice ($P=0.000$, $r = 0.613$), procedural justice ($P=0.000$, $r = 0.416$) and interactional justice ($P=0.000$, $r = 0.587$) had a significant correlation with Organizational Citizenship behavior in the module of Iran. Thus, the hypothesis of the researcher is that there exists a significant correlation within these variables ($P<0.05$) was confirmed and it means that there exists a positive significant relationship.

Statistical findings for relationship among Various Dimensions of Organizational Citizenship behavior and Organizational Justice in Departments of Physical Education of Iran are given in the table 5.

The results of the data analysis indicated that regarding with the P-Value by Pearson Correlation Coefficient among the Conscientiousness ($P=0.000$, $r = 0.478$), Sportsmanship ($P=0.000$, $r = 0.356$), Civic Virtue ($P=0.000$, $r = 0.521$), Altruism ($P=0.000$, $r = 0.566$) and

Courtesy ($P=0.000$, $r = 0.545$), had significant correlation with Organizational Justice in Departments of Physical Education of Iran. Thus, the hypothesis of the researcher is that there is significant correlation among these variables was significantly confirmed and this means that there exists a positive and meaningful significant relationship among these different variables.

Discussion

The results of this research have showed that the Score and Rate of Organizational Justice as Mean and Standard Deviation among three Scope that are Staff, Members of faculty and Management was $M= 66.43$, $SD=6.91$. For this, the minimum Score was 19 and the maximum Score was 85. It can be noticed that Mean of Organizational

Justice in population was moderate and just above average level. Although the results indicate the appropriate and adequate condition of organizational Justice in Departments of Physical Education, the results indicate that the Members of Faculty had the maximum Mean of perception of Organizational Justice and Staff was comparatively low. The Score was obtained from the three Dimension of Organizational Justice, Scope of Management had got the best score in organizational interactional and also members of faculty in organizational distributional and organizational procedural. Also score of Organizational Citizenship behavior among three Scope of Staff, Members of Faculty and Management Departments of Physical Education indicate that Mean and Standard Deviation was $M= 95.76$, $SD=9.39$, as the minimum Score was 24 and the maximum Score was 120. It can be noticed that Mean of Organizational Citizenship behavior in populations which was medium and just above average level. Although the results indicate the adequate and suitable condition of Organizational Citizenship behavior in Department of Physical Education, the results indicate that the Scope of Staff had the maximum Mean of Organizational Citizenship behavior and Scope of Management had the minimum. The Score was obtained from five dimension of Organizational Citizenship behavior; the Scope of Staff had the best Score in Sportsmanship, Altruism and Civic Virtue and also Members of Faculty in Conscientiousness and Scope of Management in Courtesy. But regarding the importance of role of Organizational Justice, its effect on Organizational Citizenship behavior was as a motivational tool. So fairness in behavior, accomplishment and fulfilling of justice, increase the responsibility and the commitments of employees in the organization [Mojahed *et al.* 2016: 91-109], persuade them for their effort in creating some innovative ideas or bring some innovative suggestions to pave a way for a great success to the organization to reach the winning post to benefit employee community with the profit of organization with the employees maximum effort, so that the employees would stay in the respective organization permanently.

The results of the data analysis show that there was a significant correlation between the Organizational Justice and Organizational Citizenship behavior in module of Iran $P=0.000$, $r = 0.771$. The result indicate that between Organizational Justice and Organizational Citizenship behavior a mutual relationship was confirmed, it means, there exists a positive and meaningful significant relationship between employees and organization in which they are working. Based on Organizational Justice theory prediction which that the employees against presence or absence of justice in the workplace, to react. Presence of Organizational Justice in organization illustrates the importance of employees to their organization and presence of Organizational Citizenship behavior illustrates the importance of organizations to employees, one of

these reactions. Ishak and Alam [2009], have referred to increase belongings and involvement to the organization. The result of this study shows that, Organizational Justice has a Positive and significant correlation with Organizational Citizenship behavior. These findings, particularly with research results Cheladurai, Hums [1994], Greenberg, Baron [2003], Jordan, Turner [2007] and Raminmehr, Ahmadi [2016] are coordinated and consistent. But the research result Talebpour and Bidgoli [2015] and Wat and Shaffer ([2005], are opposed and contrary. The results of the data analysis indicate that among the Distributional Justice, Procedural Justice, Interactional Justice, had significant correlation with Organizational Citizenship behavior in module of Iran. It means that there exists a positive and meaningful significant relationship within Various Dimensions of Organizational Justice and Organizational Citizenship behavior, are in direct proportion in all aspects. According to the hypothesis test, the existence of Distributive Justice causes indication of Organizational Citizenship behavior; it means that, judgment and understanding of individuals' outcomes of fair distribution such as levels of payment or promotion opportunities make individuals work beyond their duty time without any expectation and also the organization never pay them in return. In general, if the perception of fairness in the way of distribution of resources improves in staff on average, Organizational Citizenship behavior will also be improved in them. Moreover, the staff members who consider the Procedural Justice with Organizational Citizenship behavior have positive effect and significance; it means that, in employees' view justice requires adoption of fairness procedures. It means that, apart from the base and content of the rules that must be fair, the process that will result in justice should also be fair. Justice and fairness perception in procedure cause voluntary behaviors of staff members and responsibility, and the rules and conditions of organization should provide equal opportunity in order to gain promotion and success for all. In other words individuals have more expectation in organization with consideration of fairness, understanding of Procedural Justice and take steps to improve the productivity of organization. Also Interactional Justice and individual perceptions of friendship, courteousness and respectful behavior of employees and principals have a positive effect and significance in Organizational Citizenship behavior. It means that if the employees evaluate principals' behavior and comparing that with others and also with them fairly and judiciously, they will indicate more responsibility and preciousness, and they participate more in related affairs of organization and put a lot of effort in order to achieve the goals of organization in an effective way. Regarding this, Niehoff and Moorman [1993], Organ and Konovsky [1998], and also Fournier [2008], stated that among the Various Dimensions of Organizational Justice with Organizational Citizenship behavior

there is a meaningful significant, but Raminmehr and Ahmadi [2016], stated only among the Distributive and Interactional Justice with Organizational Citizenship behavior.

The results of the data analysis show that there was a significant correlation among the Various Dimensions of Organizational Justice and Various Dimensions of Organizational Citizenship behavior in Department of Physical Education. But there was not a significant correlation between Distributive Justice and Altruism in module of Iran. The results of testing this hypothesis indicate that among the three dimensions of Organizational Justice and Sportsmanship, Civic Virtue, Altruism and Courtesy, relatively have a strong bond. The results emphasize that when the employees recognize justice in reward and payment distribution system and believe that they are paid by considering their level of proficiency and skill, the work ethic, humanism, the sportsmanship will be increased, and in the same way, whoever believes that the individual promotion policy is based on equality and justice, he or she feels more satisfaction in his/her work and criterion of responsibility and spontaneous behavior will increase in them. But about the lack of association among the Distributive Justice and Procedural Justice with Conscientiousness, it can be related to, imbalanced and extra job duties to individuals, and receiving inappropriate response by principals in return to their efforts and also there is ambiguities and different perception in unequivocal payment and promotion system. Thus, when procedural and distributive justice is equal and without bias and is based on moral and ethical norms, the circumstances for having more responsibility and voluntary service will be created. These results are coordinating with the research by [Chegini 2014; Schminke *et al.* 1997; Moorman 1991] but opposed with research by [Cheladurai, Hums 1994; Greenberg 2004; Fournier 2008].

Conclusions

One of the prominent consequences of Organizational Justice is Organizational Citizenship behavior and its various dimensions; that Procedural Justice and Interactional Justice have more influence on Organizational Citizenship behavior. Since interaction of staff members with supervisors and also with each other in any circumstances is more related to Interactional Justice, so it can be expected that employees evaluate them impartially, with great faith on their supervisors just because of Interactional Justice, therefore, staff have more interest in working with them and thus they will put more effort in their organization. On the other hand, since, responsibility to organization is a voluntary behavior and is more affected by interaction and treatment of employees and supervisors, so when the employees are treated fairly by supervisors

and they make acceptable relation with staff members, consequently, the criterion of responsibility and spontaneous behavior will be increased in them. In this regard, emphasizing and paying attention to the Organizational Justice in Physical Education Department cause that staff members accept organizational structures, in respect to organizational rules and regulations and devote themselves in the way of organizational goals and protect these goals and also have active cooperation in affairs of organization. According to the outcomes of this research, the Justice in Organization plays an important role in organization. Generally, fair treatment with employees by an organization leads to their high responsibility and commitment to the organization and their over role citizenship behavior. Therefore the perception of, how employees judge about fairness in their organization, and how they respond to understanding of justice or injustice, is one of the important matters for administrators and managers of Physical Education College and Department that there should be more effort to increase perceptions of employees about Organizational Justice by making transparent rules, procedures and organizational policies which are related to job and it explains procedures of resource allocation and rewards of organization.

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Związek między sprawiedliwością organizacyjną a zachowaniem obywatelskim w organizacji wśród kierowników, pracowników i członków Wydziałów Wychowania Fizycznego w Iranie

Słowa kluczowe: sprawiedliwość organizacyjna, sprawiedliwość dystrybucyjna, sprawiedliwość proceduralna, sprawiedliwość interakcyjna, zachowanie obywatelskie w organizacji

Abstrakt

Tło. Postrzeganie przez pracowników sprawiedliwości w programach kompensacyjnych, procedurach organizacyjnych i zachowaniach interpersonalnych może odgrywać kluczową rolę w rozwijaniu i wspieraniu zachowań obywatelskich.

Cel. Celem niniejszego opracowania była relacja między postrzeganiem sprawiedliwości organizacyjnej a zachowaniem organizacyjnych postaw obywatelskich wśród kierowników, pracowników i członków Wydziałów Wychowania Fizycznego w Iranie.

Metody. Metodologia badań obejmowała ankietę i stanowiła opisowo-korelacyjną metodę zbierania danych. W niniejszym badaniu populacja statystyczna obejmowała kierowników, pracowników i kadre 11 Wydziałów Wychowania Fizycznego na uniwersytetach państwowych w Iranie, grupa reprezentatywna obejmowała 201 osób (N=201). W celu zebrania danych wykorzystano dwa standardowe kwestionariusze o wysokiej prawomocności i wiarygodności: sprawiedliwość organizacyjna i zachowanie obywatelskie wewnątrz organizacji. W celu analizy danych zastosowano statystyki opisowe i statystyki wnioskowe (współczynnik korelacji Pearsona).

Wyniki. Wyniki badań potwierdzają, że między sprawiedliwością organizacyjną a zachowaniem obywatelskim w organizacji istnieje znacząca wzajemna relacja (P=0,000, r=0,771). Istnieje również istotna i pozytywna zależność między trzema wymiarami sprawiedliwości organizacyjnej a zachowaniem obywatelskim w organizacji, a także pięcioma wymiarami zachowań obywatelskich w organizacjach z uwzględnieniem sprawiedliwości organizacyjnej.

Wnioski. Percepcja sprawiedliwości i uczciwości na Wydziałach Wychowania Fizycznego sprzyja promowaniu charytatywnego zachowania i poczucie odpowiedzialności wśród członków wydziałów. Zasady i warunki organizacji powinny zapewniać równe szanse przy awansowaniu i osiągnięciu sukcesów.