The Impact of the Organizational Justice on the Development of the Organizational Citizenship Behavior in Jordanian Press Organizations

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Abstract
This study aimed to explore the impact of the organizational justice on the development of organizational citizenship behavior in the Jordanian press organizations. The population for the present study consists of all workers in Jordanian press organizations. This population includes 1835 employees. They are working across four press organizations, which are Jordan Press Foundation, the company of Jordan Press and Publishing, the Arab Printers Company, and the company of Jordan United Press and Publishing. 204 questionnaires were distributed to collect the necessary data and to test hypotheses of this study.

The empirical results revealed that there was a significant statistical impact of the organizational justice (equity of distributions, fairness of procedures and fairness of transactions) on the organizational citizenship. The study recommended that the development of organizational citizenship strongly depended on the deploying of the organizational justice through: (a)the fairness of tasks and duties distribution through across organization, (b) commensurate these tasks and duties with employees' abilities, (c) distribution of incentives depending on the merits of employees, (d) participation in decision making process supported the organizational citizenship and developed justice practices, (e) transparency through providing sufficient information and discussing work-related decisions found for the organizational justice and then deployed the organizational citizenship.
Key words: organizational justice, organizational citizenship behavior, Jordan Press Organizations.

1. Introduction:

Organizational justice is an organizational concept, which related to organization theory. The roots of organizational justice as a concept were advocated by Adams (1963). All related literature agrees that the organizational justice is a part from the theory of justice. this literature assumes that the individual compares the balance between the rate of output to input with the rate of output to the input of others (Altwi and Amer, 2007).

 The organizational citizenship is a modern managerial concept, which has been created by the administrative intellect. Organizational citizenship aspires to develop the performance of the organization and staff (Al-Ameri, 2003). It directs the behavior of groups and individuals not only inside an organization, but also outside an organization (Fahdawi, 2005). Recently, most of organizations have employed the applications of this concept to improve their performance and the loyalty of their employees (Sharbatji, 2006)

There are three types of behavior in organizations: (a) the enrollment and maintain of individuals in the organization, (b) the implementation of the main tasks of their jobs, and (c) activities beyond the official duties of their functions (Hawass, 2003). Febles (2005) defines the behavior of citizenship as voluntary and optional behavior, and does not fall under the official system of incentives in the organization. This behavior aims to enhance the performance of the organization and to increase work effectiveness and efficiency. Wayne (1993) indicated that the organizational citizenship is the behavior of additional roles, which go beyond the limits of an official job.

Niehoff and Moorman (1993) revealed that citizenship is the behavior of additional role. It is the choice behavior by an individual without force, and it is not linked to formal incentive systems within an organization. Abu Gasser and Sabrin (2010) revealed that there is no general agreement among researchers on the dimensions of citizenship behavior. Abu Gasser and Sabrin (2010) classified two dimensions of citizenship: individual and organizational. The organizational dimension includes five components: altruism, courtesy, sportsmanship, and obedience and cultured behavior.

Based on the literature review, the researcher assumes that the fairness throughout any organization enhances the organizational citizenship behavior of employees. This means that the good level of the organizational justice positively leads the citizenship behavior of employees.

2. Study Objectives:

The overall aim of this study is to explore the impact of the organisational justice on the organisational citizenship in the context of Jordanian press organisations. Particularly, the present study seeks to achieve the objectives listed below:

1. To explore the expected role of the organizational justice in the enhancement of the principles of the organizational citizenship across Jordanian press organizations.
2. To determine the impact of equitable distribution, procedural justice, and dealings' justice on the organizational citizenship across Jordanian press organizations
3. To propose a conceptual model for determining the relationship between the organizational justice components and the citizenship.
4. To contribute in the filling of research gap – regarding the organizational justice and the citizenship.

3. Study Hypotheses:

H1: There is a significant positive relationship between the equitable distribution and the organisational citizenship across Jordanian press organisations.

H1: There is a significant positive relationship between the equitable procedures and the organisational citizenship across Jordanian press organisations.

H1: There is a significant positive relationship between equitable dealings and the organisational citizenship across Jordanian press organisations.

4. Study Methodology:

The survey is the main part of the field work in this research. The survey enables the researchers to propose from theory and hypotheses a specific causal relationship between the organisational justice and the organisational citizenship. A self-administered questionnaire was deemed to be the most appropriate method to survey a big sample. The questionnaire helped to gather the necessary data and information to achieve the objectives of this study. The quantitative analysis was used to obtain more subjective evidences about the relationships between the dependent and the independent variables in this study.

Likert scale with five answers was used as follows: (1) strongly disagree, (2) disagree, (3) neutral, (4) agree, (5) strongly agree. The initial version of the questionnaire was piloted and tested. This process aimed to determine whether the questionnaire was researchable or not, to support the validity of the questionnaire and to recognize any faults that required correcting. The initial questionnaire alternatives were first developed and evaluated by the researchers themselves. The pre-final draft was then evaluated by academics and experts.

5. Study population:

The study population consists of all employees in the main press institutions in Jordan, which were four press institutions in the year 2011 (Publications of the Ministry of Media and Publishing - 2011). These are: Jordan Press Foundation,, the Jordan Press and Publishing company, Arab Printers Company, and the Jordanian company for United Press and Publishing. The total number of the employees in these institutions was 1835.

6. The study sample:

This study used the random sample. 315 questionnaires were distributed. This number represented 17.2% of the population of the study. 204 questionnaires were collected, which forms 64.8% of sample size. Table 1 shows the number of questionnaires that were distributed and collected.

Table 1: Number of questionnaires that were distributed and collected.

Statement Press Organization	Number of employees	Questionnaires	
		Distributed	Collected
Jordan Press Foundation	703	121	82
Jordan Press and Publishing company	600	103	90
Arab Printers Company	182	31	32
Jordanian company for United Press and Publishing	350	60	-
Total	1835	315	204

7. model of the study:

Based on the literature review, the study model has been considered and designed, which reflects the relationship between the organizational justice as an independent variable, and between the organizational citizenship as a dependent variable. The components of each variable are harmonized with the assumptions of this study. The components of the justice organizational consist of procedural justice and distributive justice, and fairness of transactions. On the other hand, the components of the organizational citizenship consist of altruism, conscience, the sporting spirit, and kindness, and participation (civilized behavior). The study model assumes that there are significant relationships between the organizational justice and the organizational citizenship. Figure (1) shows the study model.
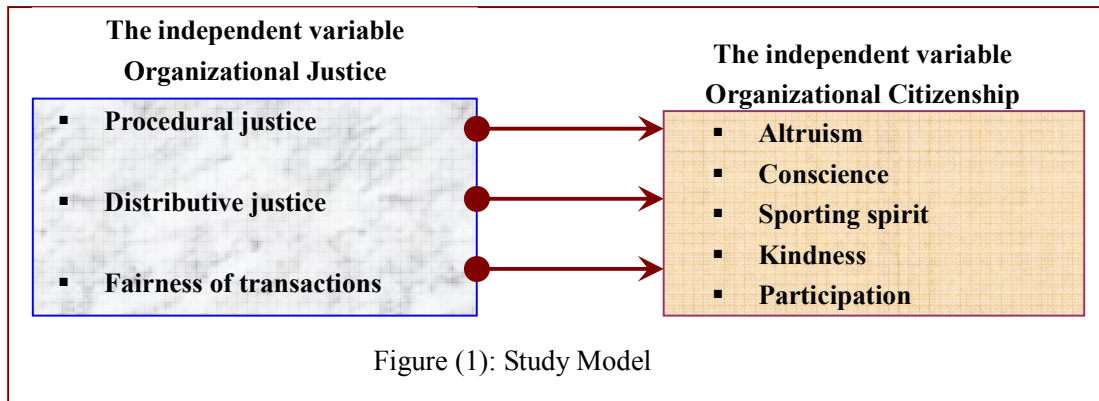

Figure (1): Study Model

8. A Brief on the development of the Jordanian press organizations:

Jordanian press appeared in the early second decade of the twentieth century in the reign of the Emirate of trans Jordan. It was established newspaper "Al-Hag Ya'lo" as the first newspaper published in Jordan, which was in 1921. After that the newspaper "Arabian East" was issued in 1923 as an official weekly newspaper.

In 1927, four papers were published: Arab, Shara'ah , "Echo of the Arabs" and "Jordan". These newspapers were published weekly. Jordan newspaper was the only one that maintained the continuity, and then became a daily newspaper in 1949. In the second half of 1930s, two newspapers were issued: Al-Jazerah and Al-Wafaa. In 1947, a group of magazines appeared such as Al-Ra'ad, and newspapers such as Eagle, Gazette and Defence, Palestine and Islamic University, Islamic Jihad and Al-Manar. Most of these newspapers and magazines were stopped according to financial and political issues.

Early in 1970s, the modern era of the formation of the Jordanian press began. A New group of newspapers in Arabic language was posted and issued till now such as: Al-Rai, Addostour, and the Voice of people. other groups of newspapers in English language have been emerged such as the The Star and Jordan Times (Al-Mousa: 1989: 227-

251). In 1997, the newspaper of "The Arabs Today" was established. Between 2004-2009, four newspapers were appeared Al-Diyar, Al-Ghad, and Nabataeans.

9. Organizational Justice:

The perceived organizational Justice refers to the tendency of individuals to compare their situation with other colleagues in their work place (Byrne, 2003: p. 3). The concept of the organizational justice is a relative concept. In other words, the regulatory action that an individual sees as a fair procedure may be biased or subjective in the eyes of another individual. Organizational justice is therefore determined based on the individual's awareness of integrity, objectivity of proceedings, and output (Zayed, 1995). This means that the importance of dealing methods in applying procedures, distributive justice and fairness of transactions. These are not completely separated, but interlinked and influence each other.

Most of studies revealed that there was a strong relationship between the organizational justice and the productivity. The good level of justice in procedures, dealings and distribution throughout organization increases the level of employees' satisfaction and loyalty (Al-Ajmay, 1997). According to Adams (1963), the justice theory assumes that an individual compares his/her inputs with outputs, and then he/she compares his/her inputs and outputs with others. If an individual does not feel justice at work, the individual will have a considerable level of tension. The Organizational justice includes the following dimensions:

1. Procedural Justice: behavior and processes used by the Organization to perform different functions. According to Leventhal (1980), the procedural justice consists of five components:
   -Base appeal: opportunities for challenging decisions and modify if warranted.
   -Ethical rule: sources are distributed in accordance with the prevailing moral standards.
   -Base representation: the decision-making process must accommodate stakeholder's views.
   -Aligned base: you should not enable personal interest to influence the course of the decision-making process.
   -Accuracy Base: decisions must be built based on accurate information and sound and accurate.
   -Harmony: procedures must be harmonized for the distribution of rewards and sanctions on all individuals at all times

2. Distributive justice: refers to the perceived fairness of the distribution of resources by an organization through three databases (Regoand Cunha, 2006):
   -The principle of equality: giving bonuses based on contribution
   - Quality base: all people, regardless of the individual characteristics must be equal to get rewards.
   - Need base: means providing the individuals with the urgent need to others.

3. Fairness of dealings or interactional justice, which refers to the individual's sense of fairness of treatment, that they receive whenthe procedures are applicable to them (Neifoff and Moorman 1993).

10. Organizational Citizenship:

The Organizational citizenship is an important behavior for all the organizations. It is not linked to the formal incentive systems and performance evaluation of organizations. When the organizations only adopt the formal systems, they are fragile, easily breakable (Katz, 1964). Organizations must leave a part of behavior for the individuals and the groups, so that they have the ability to deal with the unexpected situations that require action by the creative individuals (Abo Jasser and Sabrin, 2010).

Katz (1964) identified three important behavioral patterns to achieve the organizational effectiveness:

1. Motivate individuals to join an organization and to stay in it.
2. Motivate individuals to perform the specific requirements of their roles and jobs.
3. Motivate individuals to create and innovate more than their main activities. This behavioral pattern is called the organizational citizenship.

Konovsky and Pugh (1994) revealed that the organizational citizenship is a functional behavior, which is achieved by employees voluntarily and beyond the limits of their specific job duties. It is not rewarded by the incentive structure of official organization. Wayne (1993) explained that the organizational citizenship is the behavior of additional roles, which goes beyond the limits of the employees' jobs.

Johns (1996) recognized several characteristics of the organizational citizenship behavior, including:

1. Citizenship behavior is optional, it is not in job description.
2. Citizenship behavior is a voluntary behavior. It stems from the additional roles, that can be done by the individuals.
3. Citizenship behavior contributes to increase the effectiveness of the organization.
4. Citizenship behavior can not be rewarded through the formal incentive systems of the organization.

Netemeyer (1997) highlighted the importance of the organizational citizenship behavior in the overall performance of the organization through:

1. Citizenship behavior enables employees to interact with their management effectively and then to increase the overall results of the organization.
2. Citizenship behavior enables organizations to exploit their scarce resources.
3. Organizational citizenship behavior improves the ability of co-workers and managers to perform their jobs better by giving them sufficient time for effective planning, scheduling and problem solving.

The psychologists classified the five basic components of citizenship behavioras follows: altruism, generosity, overall commitment, sportsmanship and civilized behavior (Organ 1988, Mackanzie *et al*., 1993, Lihfarh*, et al*., 1997).

11. Literature Review:

Abu Jasser (Abu Jasser, 2010) conducted a study on ministries of the Palestinian National Authority in the Gaza Strip. The study aimed to identify the impact of the employees' awareness on the organizational commitment and citizenship behavior. The study showed that there was a medium level of the organizational justice and regulatory commitment. On the other hand, there was a high degree of the organizational citizenship behavior among the staff. The study also showed that there is a significant relationship between employees' perception of organizational justice, and the organizational commitment and organizational citizenship behavior. Zayed (2000) found that there is a positive relationship between the components of job satisfaction and the components of organizational citizenship behavior except sportsmanship. The study of Hamed (2003) aimed to test the relationship between the organizational justice and the employees' relationship with their managers. Hamed (2003) revealed that this relationship supported the organizational citizenship.

Ameri (2003) investigated the concept of citizenship behavior through its determinants and its effects on the organizational values in organizations operating in the Kingdom of Saudi Arabia. The main results of this study imply that the organizational citizenship reinforces the core values across the organization such as the organizational loyalty.

Al-Duaij and Hamouda (1998) studied the relationship between the non-objective supervisory system and some negative phenomena in Kuwaiti organizations. They found that the supervisory system in Kuwaiti organizations suffered from non-objectivity and low level of justice in dealing with subordinates and performance evaluation., they found also that nepotism "wasta" is the main reason of non-objectivity of supervisory system. On the other hand, Khalefa (1998) studied a group of government departments in the United Arab Emirates, he found that there was a positive relationship between procedural justice and volunteerism among employees. When the employees feel the procedural justice inthe evaluation processes, this will encourage them to translate that feeling to a more voluntary practices. Aresha (1996) carried out a study on a group of food industry corporations in Egypt. He found that the chances of making friends at work and awareness of supervisor's justice influence the moral behavior of the additional and official roles of the employees.

Deckop *et al.* (1999) argued that there was a negative relationship between pay plans (wages and salaries) and behavior of organizational citizenship. Ping and Sego (1998) conducted a study on a sample of 205 workers from eleven companies in China. The study found that individuals with low levels of organizational citizenship behavior have a greater willingness to leave work and vice versa.

Netermeyer *et al.* (1997) studied the determinants of the organizational citizenship behavior of salesmen. The sample included 115 employees of the telephone companies in USA. The study showed that there was a substantial correlation between the behavior of organizational citizenship and the degree of harmony between the employees and their organizations. Furthermore, there was a strong relationship among leadership support, the individual's awareness of the fair distribution of returns (distributive justice) and job satisfaction. Knonvsky and Pugh (1994) found that there was a direct positive relationship between supervisory practices and fair organizational citizenship behavior, through the confidence generated as a basis for social exchange relations. Moorman and Niehoff (1993) explicated that there is a strong positive relationship between the organizational loyalty and justice. The

organizational loyalty is a natural reaction of the employees about the sense of distributive and procedural justice. The loyalty is not included in the employment contract between the employees and their organization.

Bateman and Organ (1983) conducted a study, which aimed to determine the impact of overall job satisfaction, income, encouragement and supervision on the organizational citizenship. The main results showed that there was a significant positive correlation between the dimensions of job satisfaction and organizational citizenship behavior. On the other hand, the relationship between organizational citizenship and encouragement, and supervision were more powerful than the relationship with the income.

12. **Statistical treatment:**

Statistical Package for Social Science(SPSS) was used to answer the study questions, test hypotheses, frequencies and percentages were used to identify the characteristics of the study sample, and averages and standard deviations to answer the study questions, and simple regression to test the hypotheses of the study.

13. **Piloting the Questionnaire and Reliability Test**

The questionnaire was piloted through four professionals and six academic staff (professors) from The University of Jordan and Al-Balqa Applied University in Jordan, who have good experience in research and in related subjects of this study. Their contributions were initially focused on checking the content of the questionnaire and its relevance to the local context. They also gave the researchers a set of suggestions for collecting data.

This study has achieved a good level of overall reliability. It is 96.7 percentage. This means that it has a considerable level of consistency and stability between multiple measurements of variables. The reliability was tested using Cronbach's Alpha (see Chapter Nine). All values of Alpha are more than 60 percent. Sekaran (2003) and Velde, *et al.* (2004) demonstrated that, in the social science research, alpha is acceptable if it is more than 60 percent.

The Cronbach's alpha coefficients were tested for each variable in all dimensions of this study. All results were high, which mean that the transaction consistency for all dimensions was high rates of stability. Table (2) shows results of reliability test for all dimensions.

Table (2) Coefficients of Cronbach's alpha of each variable in all dimensions

Variable	Dimension	Cronbach's Alpha (α)
Organizational Justice	Distributive justice	0.660
	Justice procedures	0.970
	Justice transactions	0.942
Organizational Citizenship	Altruism	0.922
	Awareness of conscience	0.899
	Spirit of sport	0.945
	Gentleness (courtesy)	0.890
	Participation (civilized behavior)	0.840

14. Hypothesis Testing:

The independent variables are the procedural justice, distributive justice, and fairness of transactions. On the other hand, the dependent variable is the organizational citizenship behavior. All of the hypothesis were tested at the significant level of 0.01 and the confident level of 0.99.

First hypotheses (H1) There is a significant positive relationship between distributive justice and organizational citizenship behavior across the Jordanian press institutions.

This hypothesis was tested using multiple regression analysis. The regression results in Table 3 reveal that there is a positive significant relationship between distributive justice and organizational citizenship behavior across the Jordanian press institutions (calculated *t value* = 18.183). , this hypothesis also is found to be highly significant, with a significant level of 0.0005.

This finding is in line with what has been reported by prior research into the positive impact of the facilitators of the implementation of BPR on the competitiveness of organizations

Testing the hypotheses of the study:
Testing the first hypothesis: there is no significant effect at the level of significance (α≥0.05) of the distribution justice on the organizational citizenship behavior of the employees of the Jordanian press institutions .

The statistical analysis as it is illustrated in table (3) showed that the value of the calculated F was (58.183) and it is higher than the value of the tabulated F and the level of significance of (a) was (0.000) which asserted the rejection of the null hypothesis and the acceptance of the alternative hypothesis which state that there is an impact of the distribution justice on the organizational citizenship behavior of the employees of the Jordanian press institutions. And the explanation of this result may reveal that the distribution justice in the press institutions is an element which is directly connected with the concept of the organizational citizenship behavior **.**

Table (3) to test the hypotheses of the study

Hypothesis	Coefficient of determination (R^2)	The calculated value of T	The level of significance (ρ value)
H1	0.42	18.183	0.0005
H2	0.39	17.140	0.0006
H3	0.62	23.475	0.0002

Testing the second hypothesis : there is no significant effect at the level of significance (α≥0.05) of the procedural justice on the   organizational citizenship behavior of   the employees of the Jordanian press institutions.

The results as illustrated in table(3) showed that the calculated F value is (42.140) and it is higher than the tabulated F at the level of significance a(0.000). This means the rejection of the hypothesis and the acceptance of the alternative hypothesis which states that there is an effect of the procedural justice on   the organizational citizenship behavior of   the employees of the Jordanian press institutions .

 And the explanation of this result may mean that the increase of the procedural justice in the Jordanian press institutions enhances the organizational citizenship behavior among the employees. And the researcher concluded from this that the press institutions which work in the field of the procedural justice can raise the level of the organizational citizenship better than the press institutions that do not do so.

     Testing the third hypothesis : there is no significant impact at the level of significance (α≥0.05) of the interactional justice on the organizational citizenship behavior of the employees of the Jordanian press institutions.

Referring back to the results mentioned in table (3), we find that the value of the calculated F is 61.475 and it is higher than the tabulated F at the level of significance α(0.000), which indicates the rejection of the null hypothesis and the acceptance of the alternative hypothesis which states that there is a significant effect of the interactional justice   on the organizational citizenship behavior of the employees of the Jordanian press institutions. This result means that the high level of the interactional justice in the Jordanian press institutions enhances the behavior of the organizational citizenship among the employees. And the researcher concluded from this that the press institutions which work in the field of the interactional justice can raise the level of the organizational citizenship better than the press institutions that do not do so.

15. The results and the recommendations :

15.1 The results:

1. There is a significant effect of the distributive justice on the organizational citizenship behavior of the employees of the Jordanian press institutions.
2. There is a significant effect of the procedural justice on the organizational citizenship behavior of the employees of the Jordanian press institutions.
3. There is a significant effect of the interactional justice on the organizational citizenship behavior of the employees of the Jordanian press institutions.

15.2 The recommendations:

1. The study recommends the necessity for the administration of the Jordanian press institutions to maintain equitable distribution through the distribution of tasks and duties on the employees commensurate with their abilities, and the distribution of incentives to employees regarding the merits of each of them.
2. The study recommends the continuity of the Jordanian press institutions to apply all the administrative decisions on everyone regarding merits and on the basis of available sufficient information.
3. The study recommends the necessity for the administration of the Jordanian press institutions to be aware of the employees' interests when discussing the decisions regarding the work, and discussing them around the cases regarding the work.

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