

The Relationship between Organizational Justice and Organizational Citizenship Behavior: Charity Organizations in Erbil in Iraq

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Abstract—The paper focuses on determining whether organizational justice has impact on the organizational citizenship behavior (OCB) in charity organization in Erbil/Iraq. In this paper, qualitative method was used which was analyzed by SPSS program. Cronbach's alpha, correlation, Simple regression Analysis, and multi regression analysis are used. The paper result supported that there is a linkage between the organizational justice as an independent variable and OCB as a dependent variable, there is also a linkage between the various dimensions of organizational justice as an independent variable as listed as Distributive, Procedural, and Interactional with the OCB as a dependent variable. Rely on the study outcomes, all hypotheses which are hypothesis 1, 2, 3, and 4 were confirmed. The paper indicated that there is a good relation between OJ and OCB, and also between OJ dimensions with OCB.

Keywords—Organizational Citizenship Behavior, Organizational Justice, Charity Organization in Erbil/Iraq.

I. INTRODUCTION

An organization will not be able to succeed without having members that make it up. This is an important statement which is the basis of all the reference manuals of the organizational management. It indicates the importance of working groups and individuals within an organization and also sheds light on the need for managers to be creative and create strategies which may ensure the quality of the services that are offered. Within the development process there are a lot of problems in the world. That is why this article focuses on the charity organizations that are working hardly for humanity.

Working as a volunteer in the charity organizations is common; expect working as a volunteer is a humanity task. New graduated students can find the job vacancy and work as a volunteer for achieving work history or experience. If there is justice there will be OCB, on the other hand when OJ effects on OCB working as a volunteer increases especially in the charity organizations.

In 1987, Greenberg was the first who used organizational justice term it to refer to the ethical manner and the equality among employees at their job fairly. An "organization" is defined as where people work. The term "justice" means the equality in contributing position in the organization.

Combining both words literally may mean the function of fairness in a working environment (Krishnan, 2020).

OJ can be introduced as "to what extent the employees perceive themes fairly and they are being treated by their company fairly." This showed that organizational justice is about to how the employees feel themselves treated by the company fairly. It can be said that, if employees convince themselves that they are treated unfairly, then job satisfaction, their performance, and organizational commitment may be in a lower range. While under unfair circumstances, the employee may experience high stress and may try to find a new job (Sujono et al., 2020).

OCB involves the efforts of the employee so as to offer to do the task or the job that is not officially given, including, protection, tasks completion effort, extra enthusiasm, and supporting as well as the sustained goals of the organization, and then the rules and the practices that are set by organization outcomes, and helping and working together are also vital among the employees (Udin and Yuniawan, 2020). The aim of this study is combining the organizational justice with the organizational citizenship behavior (OCB) of the charity organizations in Erbil/Iraq, and determining the reflection of charity organization employees.

II. LITERATURE REVIEW

A. Organizational Justice

Different writers mentioned different definitions in the literature regarding the term and the concept of organizational justice. Equal treatment of employees performing their duties in similar positions.

Organizational justice is defined as an employee's belief on justice that is included in particular organization rules. A justice is adopted when action with dedication exist from the management's point of view about the employee through their great morality by some law standards, the way ethics and religion (Novitasari et al., 2020). OC implies the workers' OC themselves, their belief of themselves as an unchangeable part of the institution and their belief of themselves as belonging to the institution (Jameel et al., 2020).

In the context of the perception or belief they create, employees are treated fairly and beyond being treated how he perceives it is standing (Doğangün, 2020). Equity theory is the theory on which the concept of OJ is based on. It is extracted from the concept of fairness or justice. OJ is defined as the employees' point of view or belief about the degree of fairness through which they are treated by people who are the authority of an organization (Akram et al., 2020).

B. Distributive Justice

Distributive justice is showed by the fairness of the results such as the employees' promotion and pay. It happens when the organization distributes jobs, position fairly, and equally among employees and by comparing income and outcome and by providing incentive based on input to output ratio (Mengstie, 2020).

Distributive justice is the gained justice about the outcomes that employees achieve. So as to say distributive justice can be achieved by employees if they are punished or rewarded for what they are doing only, and if all the employees are working at the same organization treated equally for allocation of outcomes (Imamoglu et al., 2019).

C. Procedural Justice

Procedural justice refers to how employees become aware of equity in the process through which outcomes are reached and choices made. Procedural justice concerns the extent to which a representative uses employee input and asks for them, and engages in two-way communication, it applies standard or rules and gives employees the chance of challenging decisions (Farid et al., 2019).

Individuals who are look for fair treatment in their workplace regardless of their outcomes. The just and fairness of the procedures and processes are more vital than the result itself (Ghran et al., 2019).

D. Interactional Justice

The newly formed term of justice, it means the personal treatment of employees and what activities are assigned which indicate the relationship between the subordinate and the supervisor (Ozsahin and Yurur, 2019).

Individuals are treated respectfully through adopting interactional justice, given honest, polite, and correct information and it also provides clear explanations of the results received after the decision-making process. Interactional justice perceptions rely on the interpersonal treatment which employees receive and the knowledge provided for them during and after resource allocation (Hadi et al., 2020).

E. OCB

The OCB is theorized by the writers Organ and Bateman (1983) defining the perspective of OCB as an important effort that is related to that behavior of employees which works after and before the scheduled tasks. This behavior role which is an extra role is also defined as the discretionary behaviors which are not counted as a main requirement in the job description; it is neither supposed to be the part of the employee's job contract with the organization (Shrestha and Subedi, 2020).

OCBs are considered as an intentional action recognized by personal behavior, which is able to make the efficient functioning of a whole entity easier (Massoudi et al., 2020).

OCB is a personal behavior which is known as an official and declares compensation system used for encouraging organizational functions to act in a more effective way. Any organization's success relies on the employee's effort and desire to work beyond their responsibilities given to them and provide time and energy for the successful implementation of the tasks that are performed voluntarily (Widiani et al., 2019).

Citizenship behavior is defined as the activity which done by the employee voluntarily that may be valued or not, but it helps in improving the organizations work as a whole (Lay et al., 2020).

OCB refers to extra-role behavior by done by the employees, including helping others within the organization beyond their duties. OCB is often discretionary, and not recognized by the formal reward systems in an organization, but is vital for the impressive functioning of the organization (Smith et al., 2020).

According to Massoudi and Hamdi, 2017, OC is created when organization offers the employees: Work life-balance, transparent communication, training, and development.

III. RESEARCH METHODOLOGY

The existence of problems in some sectors will reflect on other sectors, charity organizations are one the most incentive topic related to this case, so choosing the survey in this sector helps them to be take care on organization justice and OCB.

A. Scope of the Research

The research was carried out in the charity organizations of Erbil/Iraq, the number of the distributed questionnaire forms is 370 totally based on estimation we planned to distribute this number, and the number of the received forms are 358. A questionnaire is used for the analyzing process, excluding the evaluation. There are more than 170 international charity organizations which are

submitted in NCCI department (NCCI, 2019), we could reach 82 of them through email and hardcopy forms.

B. Data Collection Tool and Scales

The technique which was adopted for analyzing the data is the SPSS program. A questionnaire was applied for data collection and consists of three sections. The first section includes five statements to explain their demographic characteristics. The second one includes 20 questions to measure the OJ. In the third section, 24 statements were used to measure the level of OC behavior. The questionnaire consists of 49 questions in total. The questions are prepared in 5-point Likert form. For measuring OJ, Niehoff and Moorman’s scale was used also known Organizational Justice study Scale (1993). For measuring OCB, a scale is developed by Podsakoff et al. (1990). The questionnaire written in English language.

C. Research Hypothesis

- H₁: Organizational justice effects significantly on OCB.
- H₂: Distributive justice effects significantly on OCB.
- H₃: Procedural justice effects significantly on OCB.
- H₄: Interactional justice effects significantly on OCB.

D. Model and Hypotheses Development

The conceptual model is proposed as shown in Fig. 1 showing the relationships among organizational justice on three dimensions: Procedural justice, distributive justice, and interactional justice with OCB. This study, we suppose that all hypotheses to be positive. In the figure below.

E. Findings

In this study, Cronbach’s Alpha, standard deviation, mean, socio-demographic, Pearson Correlation analysis, simple regression analysis, and multiple regression analysis between OJ, its dimensions and OCB were performed.

F. Validity and Reliability Analysis, Means and Standard Deviations

Validity is the measure of a scale or test which is to be supposed to be measured, and it can be divided to different types as structural validity, convergent validity, content validity and discriminant validity (Jami, 2018). According

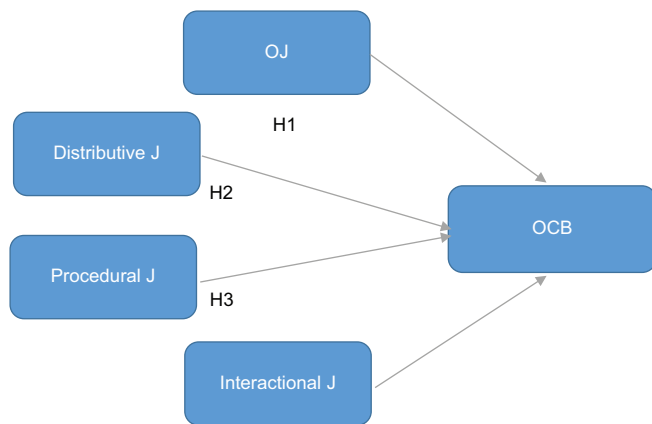


Figure 1. Research Model

to (Cohen, 1988), Cronbach’s alpha which have greater values (>0.70) demonstrate larger internal consistency in the dimension which is measured and of better reliability. The results reveal that the measurement set used in the study was reliable as it was indicated by Cronbach’s Alpha >0.70.

Cronbach’s Alpha model was used to test the reliability of the study. The OJ Scale value was 0.845, Distributive is 0.760, Procedural is 0.795, and Interactional is 0.835, for OCB scale value was 0.819. Table II below shows the reliability scores of the study. The result reveals that the study’s scale is reliable.

CORRELATION

G. According to Table III, which is Correlation Analysis between Organizational Justice and OCB and their dimensions

Table III explained the existence of the relationship between the variables with the person correlation analysis

TABLE I
DEMOGRAPHIC

Demographic	Frequency	Present
Gender		
Male	209	%58.4
Female	149	%41.6
Martial state		
Married	235	%65.6
Single	123	%34.4
Ages		
18–27	20	%5.6
28–35	223	%62.3
36–49	98	%27.3
50–65	10	%2.8
More than 66	7	%2.0
Work experience		
<18	1	%0.3
1–3 years	68	%19.0
4–6 years	138	%38.5
7–9 years	60	%16.8
10–15 years	84	%23.4
More than 15	7	%2.0
Education		
Primary	4	%1.1
High school	8	%2.2
Institute	35	%9.8
University/Bachelor	258	%72.1
Master	38	%10.6
PhD	15	%4.2
Total	358	%100

TABLE II
CRONBACH’S ALPHA

Scales	Number of questions	Cronbach’s alpha	Means	Std. Deviations
Organizational Justice	20	0.845	3.85	0.40
Distributive	5	0.760	3.72	0.54
Procedural	6	0.795	3.85	0.50
Interactional	9	0.835	3.93	0.43
OCB	24	0.819	3.94	0.41

and the degree has been showed, with OJ and its dimensions distributive, procedural, and interactional variables toward OCB. Also denotes that there is a good relationship between OJ and its dimensions with OCB which are ($r=0.795^{**}$) it was found between OJ and OCB ($r=0.424^{**}$) was found between Distributive and OCB ($r=0.768^{**}$) was found between Procedural and OCB ($r=0.784^{**}$) was found between Interactional and OCB.

H. Regression

In this section, simple regression was used between OJ and OCB, multiple regressions are also used for indicating the dimension of the OJ and OCB. The process of regression analysis was carried out with one or more independent variable and only one dependent variable. This is a statistical method used for examining the relationship between the variables (Önay, 2018).

Simple regression analysis was used to determine the role of the OJ on OCB. It was found that OJ has a positive impact on the OCB ($\beta = 0.795$). Examined the results of the regression analysis according to Table IV, it can be said the result is meaningful (Adjusted $R^2 = 0.630$, $P < 0.01$). According to the text by 63.0% organizational justice has effect on the OCB.

Table V, multiple regressions were used to show the role of OJ sub-dimensions on OCB. OJ itemized as distributive justice, procedural justice, and interactional justice were considered as IV; it was found that dimensions of distributive justice ($\beta = 0.106$), procedural justice ($\beta = 0.394$), and

interactional justice ($\beta = 0.395$) positively affect OCB. When the researcher examined the results of the regression analysis according to adjusted $R^2 = 0.654$, $P < 0.05$. In the text above, 65.4% of the change in OCB was explained by IV. According to Attar et al., 2019: 157, when $P < 0.01$ this means that the result was positively effective.

IV. DISCUSSION

The papers result showed that there is a good relation between OJ and its dimensions with OCB. If there is a good requirement cycle for recruiting the employee, tender procedures, providing training for all employee, and if the rules are the same for all and if there is not difference between employee's level it means that there is justice, this will have direct impact on the OCB, employee's effort, and employee's behavior. It's obvious that with effort and good behavior the charity organizations develop more and more.

V. CONCLUSION

Competition between companies has increased; organizations should more care about OJ and OC behavior to continue with the competition. This article was conducted to test the relationship between OJ and its dimensions with OCB were tested in charity organizations of city of Erbil in Iraq.

This study concluded that OJ and its dimensions have a significant role in OCB. The study consists of four hypotheses, which are H1, H2, H3, and H4. And they were all confirmed. The outcome of the study indicates that there is a positive relationship between OJ, and its dimensions with OCB, which are ($r=0.795^{**}$) were found between organizational justice and OCB was found between OCB and Procedural, ($r=0.784^{**}$) was found between Interactional and OCB ($r=0.424^{**}$) was found between OCB and Distributive ($r=0.768^{**}$).

OJ and its dimensions are measured with the regression analysis. It has been found that to have a significant effect on its OCB. This intermediate relationship is the level of OJ also causes an increase in the OCB. The simple regression analysis concluded supported that there is linkage between IV=organizational justice and DV=OCB (Adjusted $R^2 = 0.630$, $P < 0.01$). The multiple regression analysis illustrated that dimensions of organizational justice as IV effects OCB (Adjusted $R^2 = 0.654$, $P < 0.05$).

A. Recommendations

This result supported that having organizational justice makes a change in the employees' behavior. Increasing and applying justice in the charity organizations, especially charities encourage everyone to work as volunteers. If the roles are given for all the employees equally this increases their citizenship behavior.

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TABLE III

CORRELATION ANALYSIS BETWEEN OJ, OCB, AND THEIR DIMENSIONS

Scales	Organizational Justice	Distributive Justice	Procedural Justice	Interactional Justice	OCB
Organizational Justice	1				
Distributive	0.679**	1			
Procedural	0.882**	0.325**	1		
Interactional	0.949**	0.480**	0.858**	1	
OCB	0.795**	0.424**	0.768**	0.784**	1

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

TABLE IV

SIMPLE REGRESSION ANALYSIS BETWEEN OJ AND OCB

Independent variable	R2	Adjusted R2	B	Std. Error	Beta	t	Sig.
Constant	0.631		0.837	0.126		6.623	0.000
Organizational Justice	0.631	0.630	0.805	0.033	0.795	24.697	0.000

Dependent variable: Organizational Citizenship Behavior * $P < 0.01$

TABLE V

MULTIPLE REGRESSION ANALYSIS BETWEEN OJ DIMENSIONS AND OCB

Independent variables	R Square	Adjusted R Square	B	Std. Error	Beta	t	F	Sig.
(Constant)	0.657	0.654	0.892	0.124		7.204	226.176	0.000
Distributive			0.081	0.028	0.106	2.927		0.004
Procedural			0.326	0.051	0.394	6.393		0.000
Interactional			0.380	0.064	0.395	5.947		0.000

Dependent variable: Organizational Citizenship Behavior * $P < 0.01$

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