

Research Article

RELATIONSHIP BETWEEN JOB SATISFACTION AND ORGANIZATIONAL JUSTICE WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN PHYSICAL EDUCATORS (PROPOSING A MODEL)

Mina Hakak Zadeh, *Mohammad Reza Esmaili, Farshad Tojari and Ali Zarei

Department of Sport Management, College of Physical Education, Central Tehran Branch, Islamic Azad University, Tehran, Iran

**Author for Correspondence*

ABSTRACT

Objective of this study was determining relation and designing model organizational citizenship behavior for physical educators on base of job satisfaction and organizational justice. The survey was conducted by Applied Research. The population included all physical educators who were working Kerman in the 1392-1393 academic years. The total number (273 teachers) was selected as samples. Standardized questionnaires consist of the organizational justice developed by Niehoff and Moorman (1993), job satisfaction Minnesota (1997) and OCB developed by Padoskoff *et al.*, (2000) were used to collect information. The Cronbach Alpha Reliabilities for organizational justice, organizational commitment, job satisfaction and organizational citizenship behavior scale in order were 0.95, 0.88 and 0.81. For analysis of research findings Pearson correlation, multiple regression and structural equation modeling techniques used for data analysis by software LISREL8, SPSS19 with a 95% confidence. Results showed significant relationships between job satisfaction and organizational justice with organizational citizenship behavior. Internal and external Job satisfaction and interactional justice were the best predictors for organizational citizenship behavior. Furthermore, path analysis indicated that job satisfaction directly related to organizational citizenship behavior, but organizational justice indirectly by influencing on job satisfaction influenced on organizational citizenship behavior.

Keywords: *Job Satisfaction, Organizational Justice, Organizational Citizenship Behavior (Ocb), Physical Educators*

INTRODUCTION

In order to improve the management and access to organizational objectives, managers are forced to study human behavior and must know that how to shape it (Rezayian, 2005). Experts to predict and describe the behavior, try to identify individual characteristics, personality, how they interact and communicate with each other, and try to search for the causes and factors affecting organizational behavior such as organizational citizenship behavior, organizational justice, attitudes and desires of individuals, Organizational commitment, job satisfaction, organizational culture and other variables in order to achieve organizational goals and determine the effectiveness of managers and employees in the organization (Rezayian, 2003). The results of some studies showed that people who have a positive attitude towards the organization, more satisfaction, higher organizational commitment, and perceived fairness are more and better job performance and, ultimately have a better corporate citizenship (Kelly, 2005; Colquitt, 2001).

Organizational citizenship behavior is voluntary behavior that is not explains in formal job descriptions, but improve the efficiency and effectiveness of the organization (Robbins and Judge, 2009). OCB dimensions are civic virtue, altruism, conscientiousness, sportsmanship and courtesy (Organ, 1998). Padoskoff *et al.*, (2000) argued examine predictors of organizational citizenship behavior are important areas of research in the field of organizational behavior. Experts in the field say that a set of conditions must be provided in the organization, to employees do this type of behaviors. Knowing the correlates factors of organizational citizenship behavior is important to strengthen OCB, also seems that job satisfaction, organizational commitment and organizational justice relate with OCB. Job satisfaction and

Research Article

organizational commitment are the most important job attitudes in the organizations, job satisfaction is positive feelings about jobs that will be created by evaluation of various job properties (Robbins and Judge, 2009). According to Herzberg's two-factor theory, job satisfaction including intrinsic job satisfaction (perceived employees of work) and extrinsic job satisfaction (employee satisfaction of working conditions, policies and incentive systems related to work) (Chiu and Cohen, 2005). The first factor for health institutions is social justice (Esmaili, 2008). Justice notion about what is considered fair in the workplace and distributed with three aspects distribute justice (perceived fairness of the results), Procedure justice (perceived fairness of the process used to determine the results) and interactional justice (perceptions of the dignity and respect in dealing with him) (Robbins and Judge, 2009).

Sohrabi *et al.*, (2010), SoltanHusseini *et al.*, (2013), Wang (2011), Jafari (2012) and Haidari *et al.*, (2012) showed that organizational justice relate with organizational citizenship behavior. Moorman (1993) and Jafari (2012) showed that procedural justice leads to organizational citizenship behavior, While Heidari *et al.*, (2012) and SoltanHusseini *et al.*, (2013) showed that interactional justice relate with organizational citizenship behavior.

Lester *et al.*, (2008) and Intaraprasong (2012) showed that there is relationship between job satisfaction and organizational citizenship behavior. Rostami *et al.*, (2009) intrinsic job satisfaction, and Jamali *et al.*, (2009) extrinsic job satisfaction introduced as OCB prediction, While Zeinabadi and Salehi (2011) showed that the intrinsic job satisfaction indirectly influence on organizational citizenship behavior. Due to clarify the influence of organizational justice and job satisfaction on organizational citizenship behavior; Organ (1990), Cheng (2004) and Fatima (2011) noted that organizational justice, job satisfaction and organizational citizenship behavior are related. Also Moorman (1993), Zeinabadi and Salehi (2011) and Kasemsap (2012) showed Job satisfaction, organizational justice and organizational citizenship behavior are related. Finally, the proposed models on organizational citizenship behavior explained: Moorman (1993) found that job satisfaction, organizational commitment, procedural justice affect on organizational citizenship behavior (Moorman 1993). Wall-Yun & Sook-Hee (2009) showed that justice organizational (procedural, interactional and distributive) directly affect on organizational citizenship behavior, job satisfaction and organizational commitment (Wall-Yun & Sook-Hee, 2009), and Kaderkhan (2012) showed that organizational commitment has the greatest impact on organizational citizenship behavior, and organizational justice indirectly affect on organizational citizenship behavior (Kaderkhan, 2012), finally; Kasemsap (2012) showed that job satisfaction, commitment and organizational justice as modulators have a positive effect on organizational citizenship behavior (Kasemsap, 2012). Based on the foregoing; job satisfaction, organizational justice can be considered as predictors on organizational citizenship behavior, and since the physical educators as influential elements involved culturing community health, and so far, do not research on them. This study attempts to determine relation and design model organizational citizenship behavior for physical educators on base of job satisfaction and organizational justice. It can provide good information to improve organizational citizenship behavior and help physical educators to career success and increase their effectiveness in teaching physical education at the school, to promote the culture of sport and recreation in the country. The result of this research is used to improve performance of physical educators, and other researchers in the field of organizational behavior.

MATERIALS AND METHODS

Research

The survey was conducted by applied research. Data collected based on the structural equation model that was implemented in the field. The population included all physical educators who were working in Kerman in the 1392-1393 academic years.

Standard questionnaires to collect information from the following five-point Likert scale were:

1- Organizational justice questionnaire developed by Niehoff and Moorman (1993), with 20 items, which consists of 3 components; distributive justice (5 items), procedural justice (6 items), and interactional justice (9 items), that Cronbach Alpha reliability was 0.95.

Research Article

2- Job satisfaction questionnaire of Minnesota (1997) with 20 items, which consists of 2 components; intrinsic satisfaction (12 items) and extrinsic satisfaction (8 items) that Cronbach Alpha reliability was 0.89.

3- Organizational citizenship behavior questionnaire developed by Padsakoff *et al.*, (2000) with 20 items, which consists of 5 components; altruism (4 items), Conscientiousness (3 items), sportsmanship (3 items), civic virtue (3 items) and Courtesy (7 items) that Cronbach Alpha reliability was 0.81.

To determine the normal distribution and homogeneity of variance between variables were used Levine and Kolmogorov-Smirnov test, then Pearson correlation, multiple regression and structural equation modeling techniques used for data analysis by software LISREL8, SPSS19 with a 95% confidence.

RESULTS AND DISCUSSION

Findings

The results showed that the mean and standard deviation organizational justice, job satisfaction and organizational citizenship behavior of the physical educators were in good condition. Also results showed that, there was a significant positive relation between other variables and their components with organizational citizenship behavior (Table 1).

Table 1: Mean standard deviation and correlation matrix of the variables and their components by physical educators

Component	M±SD	M±SD(OCB)	R	P
Job Satisfaction	77.76+9.80	79.60+7.84	0.50	0.00
Intrinsic job satisfaction	47.77+5.73		0.44	0.00
extrinsic job satisfaction	30.00+4.92		0.47	0.00
Organizational Justice	66.99+15.40		0.33	0.00
Distributive justice	14.44+4.47		0.18	0.00
Procedural justice	20.58+5.20		0.29	0.00
Interactional justice	31.97+7.76		0.37	0.00

Table 2: Regression coefficients associated with the prediction of organizational citizenship behavior based on job satisfaction, organizational justice and components in physical educators

Predictor variables and components	B	Beta	t	P
Job Satisfaction	0.37	0.46	6.65	0.00
Intrinsic job satisfaction	0.31	0.22	2.98	0.00
Extrinsic job satisfaction	0.51	0.32	4.28	0.00
Organizational Justice	0.03	0.05	0.72	0.47
Distributive justice	-0.05	-0.03	-0.43	0.67
Procedural justice	-0.02	-0.01	-0.11	0.91
Interactional justice	0.40	0.40	3.92	0.00

Research Article

The results of the regression multivariate to predict OCB showed that job satisfaction and components (intrinsic and extrinsic), and interactional justice could predict OCB (Table 2).

Structural equation modeling results indicated that there was relation between job satisfaction (0.57) and organizational justice (0.06) with organizational citizenship behavior (Figure 1).

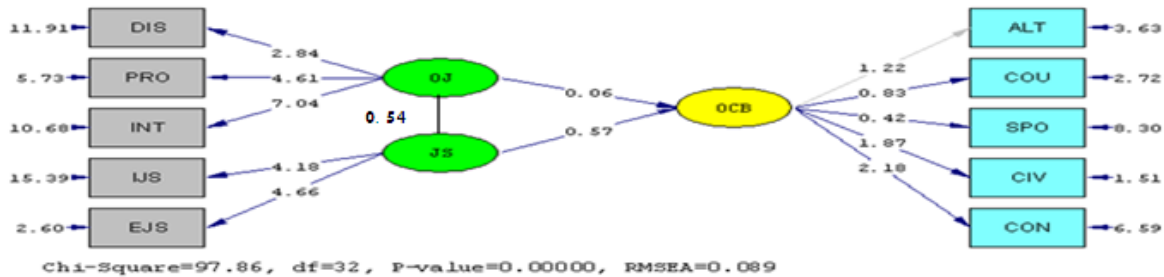


Figure 1: Test the output of the causal relationship between job satisfaction and organizational justice with organizational citizenship behavior (key: OCB = Organizational Citizenship Behavior; ALT = Altruism, COU = Courtesy, SPO = Sportsmanship, CIV = Civic Virtue, CON = Conscientiousness, OJ = Organizational Justice; DIS = Distributive Justice, PRO = Procedural Justice, INT = Interactional Justice, JS = Job Satisfaction; IJS = Intrinsic Job Satisfaction, EJS = Extrinsic Job Satisfaction)

The result of t-value confirmed direct relation between job satisfaction with organizational citizenship behavior, also organizational justice indirectly effect on organizational citizenship behavior (Figure 2).

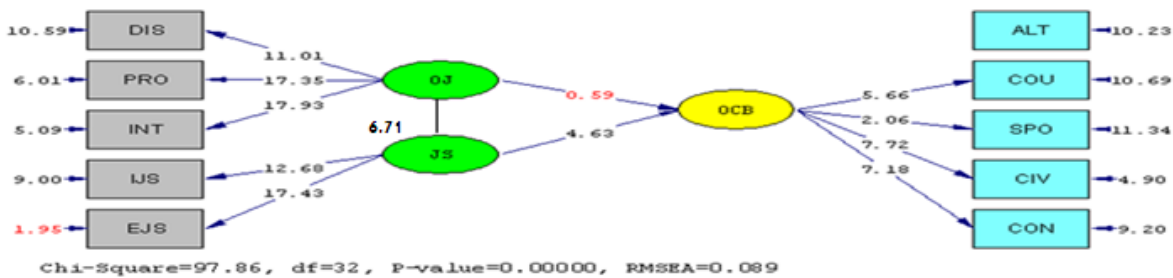


Figure 2: Test the output of the causal relationship between organizational citizenship behavior and job satisfaction and organizational justice (t-value). (key: OCB = Organizational Citizenship Behavior; ALT = Altruism, COU = Courtesy, SPO = Sportsmanship, CIV = Civic Virtue, CON = Conscientiousness, OJ = Organizational Justice; DIS = Distributive Justice, PRO = Procedural Justice, INT = Interactional Justice, JS = Job Satisfaction; IJS = Intrinsic Job Satisfaction, EJS = Extrinsic Job Satisfaction)

Discussion and Conclusion

The results showed that there was a significant positive relationship between job satisfaction and components (internal and external) with organizational citizenship behavior, also the results of the regression multivariate to predict OCB showed that job satisfaction and components (intrinsic and extrinsic) were the best predictors of organizational citizenship behavior. Results in terms of the relationship between job satisfaction and organizational citizenship behavior agreed with Lester *et al.*, (2008) and Intaraprasong (2012). The results of this study suggested that both intrinsic and extrinsic job satisfaction were predictors of organizational citizenship behavior that agreed with Rostami *et al.*, (2009) and Jamalal (2009). In sum, relationship between job satisfaction and components with organizational citizenship behavior showed that Job satisfaction in all of organization influence on health and OCB, thus

Research Article

job satisfaction is introduction of OCB (Spector *et al.*, 2009), and employee represents OCB as reaction against those who have respect for him, in turn, will promote the incentive to provide organizational citizenship behavior (Batman and Organ, 1983).

In addition, results showed that there was a significant positive relationship between organizational justice and components (distributive, procedural and interactional) with OCB. Also, the results showed that only component predictor on OCB was interactional justice. That the relationship between organizational justice and organizational citizenship behavior agreed with Sohrabizadeh *et al.*, (2010), SoltanHusseini *et al.*, (2013), Wang (2011), Jafari (2012) and Haidari *et al.*, (2012); and the prediction of organizational citizenship behavior through interactional justice agreed with the SoltanHusseini *et al.*, (2011), and Heidari *et al.*, (2012), but opposed Moorman (1993) and Jafari (2012). Therefore, we can say that organizational justice and components affect on organizational citizenship behavior, and explain it based on social exchange theory, which, employees with do OCB, to compensate fairly behaviors (Organ, 1990), also prediction results showed that interactional justice (mutual respect) is the most important factor for physical educators.

The results showed that there was a positive relationship between job satisfaction, and organizational justice with organizational citizenship behavior, this result agreed with Moorman (1993), Zainabadi and Salehi (2011), and Kasemsap (2012). Despite the different communities in different regions and the use of questionnaires, it indicates that job satisfaction (one of job attitudes) and organizational justice (fair of working conditions) in all societies affect on OCB.

The result of t-value confirmed direct relation between job satisfaction with organizational citizenship behavior, also indicated organizational justice indirectly effect on organizational citizenship behavior.

According to the presented model on organizational citizenship behavior, the most studies showed that job satisfaction and organizational justice effect on OCB (Moorman, 1993; Wall-Yun & Sook-Hee, 2009; Kasemsap, 2012). Therefore this model wasn't fully compatible with other models. This difference explained by difference community, working conditions, environmental and occupational needs and job requirements.

Finally, according to the results of research on the impact of job satisfaction and organizational justice on organizational citizenship behavior (directly or indirectly), the authorities should have special attention to this matter and as providing appropriate feedback, positive reinforcement, workshops, and etc for them, thus for develop OCB must be especially attention on intrinsic satisfaction, extrinsic satisfaction and interactional justice.

REFERENCES

- Bateman TS and Organ DW (1983).** Job satisfaction and the good soldier; the relationship between affect and employee citizenship. *Academy of Management Journal* **36** 587- 595.
- Cheng J (2004).** The influential model of teachers OCB in elementary and junior high schools. *Journal of National Taiwan Normal University* **49**(1) 97-109.
- Chiu SF and Chen HL (2005).** Relation between job characteristics and Organizational Citizenship Behavior: The mediating role of job satisfaction. *Social Behavior and Personality* **36**(6) 523-540.
- Clay WJ, Reynolds J and Roman P (2005).** Organizational Justice and Job Satisfaction. *A Test of Three Competing Models Social Justice Research* **18**(4) 391-409.
- Colquitt J (2001).** On the Dimensionality of Organizational Justice; a Construct Validation of a Measure. *Journal of Applied Psychology* **86** 386-400.
- Esmaili M (2008).** Check internal and external organizational justice. Tehran, Center for Strategic Studies.
- Fatimah O, Amiraa AM and Halim FW (2011).** The Relationships between Organizational Justice, OCB and Job Satisfaction. *Pertanika J. Soc. Sci. & Hum.* **19** 115 – 121.
- Heidari M, Rajaeepoor S, Davoodi R and Bozorgzadeh N (2012).** Investigating the Relationship between Perceptions of Organizational Justice and Organizational Citizenship Behavior among Teachers of Abadeh. *World Applied Sciences Journal* **18**(1) 113-122.

Research Article

Intaraprasong B and Peera K (2012). Job Satisfaction and Organizational Citizenship Behavior of Personnel at One University Hospital in Thailand. *J Med Assoc Thai.* **95** 102-108.

Jafari P and Bidarian S (2012). The relationship between organizational justice and OCB. *Procedia-Social and Behavioral Sciences* **47** 1815 – 1820

Jamali A, Poorzhyr A and Salehi M (2009). The relationship between occupational factors and organizational OCB faculty members of the Islamic Azad University in order to provide an appropriate model. Islamic Azad University of Garmsar. *Journal of Educational Leadership and Management* **3(2)** 87-106.

Kadar Khan S and MohdZabid AR (2012). The Mediating Effect of Organizational Commitment in the Organizational Culture, Leadership and Organizational Justice Relationship with OCB. *International Journal of Business and Social Science* **3(8)** 83-91.

Kasemsap K (2012). Factors Affecting OCB of Passenger Car Plant Employees in Thailand. *Silpakorn University Journal of Social Sciences, Humanities, and Arts* **12(2)** 129-159.

Lester SW, Meglino BM and Korsgard MA (2008). The role of other orientation in organizational citizenship behavior. *Journal of Organizational Behavior* **29** 829-841.

Moorman RH, Niehoff BP and Organ DW (1993). Treating employees fairly and OCB: Sorting the effects of job satisfaction, organizational commitment and procedural justice. *Employees Responsibilities and Rights Journal* **6** 209-225.

Organ DW (1990). The motivational basis of organizational citizenship behavior. *Research in Organizational Behavior* **12** 43-72.

Organ DW (1998). *OCB: The Good Soldier Syndrome* (Lexington, MA, Lexington Books).

Padsakoff PM, Mackenize SB, Paine JB and Bachrach DG (2000). Organizational citizenship behavior: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management* **6(3)** 513-563.

Rezayian Ali (2003). *Principles of Organization and Management* (Tehran, reading and editing of books, Humanities Universities).

Rezayian Ali (2005). *Hope Fully Judgment and Justice* (Tehran, SAMT publisher).

Robbins S and Judge T (2009). *Organizational Behavior*, 13th edition (Pearson Education, Inc, Prentice-Hall Inc).

Rostami R, Mahdian R, Shalchi B, NarenjiSani F and Gholami N (2009). Organizational citizenship behavior: explanation based on personality dimensions, organizational commitment and job satisfaction. *Contemporary Psychology* **4(1)**.

Sohrabizadeh M, Bastani S and Ravangard P (2010). Factors influencing organizational citizenship behavior of ministerial staff Shiraz University of medical sciences hospital in 2009. *Quarterly J.* **1x(24)**.

Soltan Hussein, Mohammed NaderianJahromi and Masood Saberi Ali (2013). Estimate the relative contribution of organizational justice and organizational citizenship behavior of the elite male athletes. *Sports Management* **5(4)** 160-145.

Spector F, Bruursema K and Kessler's R (2009). The deviant citizen: clarifying the measurement of OCB and its relation to counterproductive work behavior. Loyola University Chicago.

Wall-Yun, Park Yoon and Sook-Hee (2009). The Mediating Role of Organizational Citizenship Behavior between Organizational Justice and Organizational Effectiveness in Nursing Organizations. *J Korean Acad Nurs* **39(2)** 229-236.

Wang G (2011). The Study on Relationship between Employees' Sense of Organizational Justice and OCB in Private Enterprises. *Energy Procedia* **5** 2030–2034.

Zeinabadi H and Salehi K (2011). Role of procedural justice, trust, job satisfaction, and organizational commitment in OCB of teachers: Proposing a modified social exchange model. *Procedia - Social and Behavioral Sciences* **29** 1472 – 1481.