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Design a Fuzzy Model for Evaluation of Organizational Justice and Organizational Citizenship Behavior at the University

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ABSTRACT

The main purpose of this study is to assess the level of organizational justice and organizational citizenship behavior By Mathematics Model. The Secondary objectives of the study is to assess the impact of organizational justice on the Organizational Citizenship behavior of the Faculty Members and staff in Shahre-Rey Branch of Islamic Azad University. The research is based on fuzzy Delphi method. Component of organizational justice and organizational citizenship behavior appropriate features have been extracted through interviews with experts and data Were analyzed by using Fuzzy Delphi. To determine the level of organizational justice and organizational citizenship behavior, the adaptive fuzzy inference system is used. To assess the relationship between organizational justice and organizational citizenship behavior Pearson correlation test was used and chi-square test was implimented To analyze the differences between the components of organizational justice and organizational citizenship behavior. Research findings showed that Relationship between organizational justice and organizational citizenship behavior is positively and directly and The correlation coefficient is 0.963. Procedural justice has the greatest impact on organizational citizenship behavior. Distributive justice with correlation coefficient of 0.981 have the greatest impact on the Sportmanship Among the components of organizational citizenship behavior.

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1. Introduction

Justice is one of the goals which was considered by human beings in ethical, political and social dimensions over the years. Justice is among the most important conceptions which is explained in political and social subjects (Goudarzvand Chegini, 2009). According Rad & Yarmohammadian (2006) Organizations need effective managers and employees to achieve their objectives. Organizations cannot succeed without their personnel efforts and commitment. According to Greenberg (2000) perception of organizational justice (OJ) is necessary for effectiveness of organizational performance and satisfaction of employees in organizations. Term of organizational justice, for the first time was expressed by Greenberg in 1970 (Yaghoubi et al , 2010). The survival of any organization depends largely on the individuals working within the organization. The feeling, thinking, attitude and behavior of these employees have a far reaching effect on whether the organization will achieve its goals and objectives. The feelings of the employees and their perception of the organization determines whether they will continue to work for the organization or not (owolabi, 2012). Fernandes and Awamleh(2006) explain that, One such factor is organizational justice; which describes the individual's perception of the fairness of treatment received from an organization and their behavioral reactions to such perceptions(Al-Zu'bi ,2010). Perceptions of organizational justice constitute an important heuristic in organizational decision-making, as research relates it to job satisfaction, turnover, leadership, organizational citizenship, organizational commitment, trust, customer satisfaction, job performance, employee theft, role breadth,

alienation, and leader-member exchange (Cohen Charash & Spector, 2001). Kim (2009) found that employees who perceived that they were treated fairly by their company tended to develop and maintain communal relationships with the company. Also, when employees felt that they were treated fairly by their company, they were likely to hold more commitment, trust, satisfaction, and control mutuality than when they perceived that they were treated unfairly(Bakhshi et al , 2009). Evidence has been found in the recent studies that Organizational Citizenship Behavior (OCB) is related to ethical behavior and also seems to confine the essence in employee performance. The concept of OCB has been studied in organizations for explaining their effective functioning and organizations are deemed to promote such behavior (Farooqui, 2012). Podsakoff et al(1997) stated that over time and persons, citizenship behaviors become important because it helps to facilitate the accomplishments of organizational goals and thus enhances organizational performance. Murphy et al(2002) then reiterated that OCB is vital to the survival of an organization, in the sense that OCB can maximize the efficiency and promote effective functioning of an organization(Hafidz, Hoesni and Fatimah, 2012). The level of organizational citizenship is among the most important factors to harden the individual and organizational aims, to reduce the employee turnover, to create organizational commitment, to improve employee productivity. According Truckenbrodt (2000), Citizenship behaviors improve the organizational effectiveness by providing high performance in qualitative and quantitative senses(Ince and Gül, 2011). OCB defined as discretionary behaviors that are not explicitly recognized by organization, but enhance the organizational

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performance by contributing to its social and psychological environment (Asgari et al, 2008). Podsakoff et al(2000), One variable that could be possibly linked to OCBs is the perceived organizational justice(Golparvar and Javidian, 2012).

2. Literature Review

Organizational justice: Organizational justice is a kind of fulfillment in all activities, behaviors and tendencies of organizational individuals. Organizational justice is a basis for strategic thinking and value management and is also basis of all organizational values and principles. In Justice threatens the organizational permanence and growth which is the inevitable goal of organizational life(Goudarzvand Chegini,2009). Greenberg and Baron(2000) defined the organizational justice as the action of an employee who performs more than the obligations of formal organizations. Organizational justice is a perceptual variable and refers to the presence of justice in distribution of outcomes, implementation of decisions and interaction between authority figures with employees in the organization Employees have significant roles in various decision making processes in the organizations. It is sometimes questioned whether the decisions towards employees are fair or not (Colquitt et al., 2001). Fernandes and Awamleh(2006) have expressed Greenberg's quotes that organizational justice refers to fair treatment with employees(Yaghoubi and et al , 2010). It is included three different elements that is as follows: distributive justice, procedural justice and interactional justice. Organizational justice is the term used to describe the role of fairness as it directly relates to the workplace. Specifically, organizational justice is concerned with the ways in which employees determine if they have been treated fairly in their jobs and the ways in which those determinations influence other work-related variables(Moorman, 1991). Alsalem and Alhaiani (2007), Organizational justice can help explain why employees retaliate against inequitable outcomes or inappropriate processes and interactions(Al-Zu'bi, 2010).

Distributive Justice: The distributive justice is the perceptions of employees about their gains and organizational resources (FitzGerald, 2002). Distributive justice involves the receiver's views on how their outcome compares to a referent's outcome, the outcome of another employees (Organ, 1988). Asserts, Debates about the criteria such as status, seniority, productivity, effort, and need-that should determine salary have to do with distributive justice. (Yaghoubi et al , 2010). According to the ethical and objective criteria (Wang et al, 2010). Distributive justice refers to the perceived fairness of the outcomes that an individual receives from organization. If the allocation decisions (distributive justice) and the process of allocation decisions (procedural justice) are perceived as fair it should lead to increased employee commitment and reduced tendency to leave the organization(hasan, 2002).

Procedural Justice: Procedural justice refers to participants' perceptions about the fairness of the rules and procedures that regulate a process (Nabatchi et al, 2007). Employees are interested in procedural justice and they try to understand the procedures ending up the decisions made. According to Foger and Konovsky (1989) procedural justice is the perception of the processes which are used to determine the decisions. In short, it is about the perceptions of justice related with the decision making processes (Konovsky,2000). According Colquitt and Chertkoff (2002), Procedural justice means the equal practices of organizational issues such as avoidance of unfair wages,

commitment to decisions, knowledge sharing(İnce and Gül, 2011).

Interactional Justice: In general, interactional justice reflects concerns about the fairness of the non-procedurally dictated aspects of interaction; however, research has identified two subcategories of interactional justice: informational justice and interpersonal justice (Foger and Cropanzano, 1998). According to Moorman (1991) interactional justice is the interaction between the source of allocation and the people who will be affected by the allocation decisions; or is the method of telling how to do and what to do to the people in decision processes(Yilmaz, 2004).

Organizational Citizenship Behavior: The concept of organizational citizenship had been used by Dennis Organ and others in 1983 (Podsakoff et al, 2000). Organ (1988) proposed an expanded five dimension model of Organizational citizenship behavior consisting of altruism, civic virtue, conscientiousness, courtesy, and sportsmanship. Organ (1988) defined Organizational citizenship behavior as an "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in aggregate, promotes the efficient and effective functioning of the organization"(Al-Zu'bi, 2011). According to Organ (1988), high levels of OCB lead to high levels of organizational efficiency, effectiveness and adaptability. It is considered as one of the most important factors influencing organizational effectiveness. Walz and Niehoff (2000) found the OCB dimensions enhance organizational efficiency, performance, and customer satisfaction. Furthermore, OCB is positively related to high job performance, productivity, efficiency, cost reduction, profitability, employees' retention and customer satisfaction(Al-sharafi and rajianin, 2013). The various dimensions of organizational citizenship behavior have been given as follows:

Altruism: Altruism is defined as the willingness of an employee to help a coworker. It is also referred as the selflessness of an employee towards organization. According to Redman and Snape (2005), Altruism deals with going outside job requirements to help others with whom the individual has any interaction. Altruism is accounted as a one of the significant antecedents of OCB(Bashir and et al, 2012).Altruism or helping coworkers makes the work system more efficient because one worker can utilize his or her slack time to assist another on a more urgent task by showing concerns towards his/her coworkers (Neihoff & Yen, 2004). To help the colleagues and staffs to cope with their organizationally relevant task or problem in uncommon circumstances(Farzipour et al, 2011).

Conscientiousness: It refers to discretionary behaviors, which goes outside the basic requirements of the job in terms of obeying work rules, attendance and job performance (Redman and Snape, 2005). According to Neihoff and Yen (2004), more conscientious employees will stay informed with up-to-date knowledge about all products or services offered by the organization. Conscientiousness with its emphasis on responsibility and dedication is likely to underlie the first motive for interpersonal helping, taking the initiative to engage in behaviors for the good of the organization(Bashir et al, 2012).

Civic Virtue: It refers to behaviors, which reveals a responsible concern for the image and wellbeing of the organization (Redman and Snape, 2005). Baker (2005) explains civic virtue is responsible and productive involvement in the political processes of the organization. According to Redman and Snape (2005), the civic virtue is positively predicted by commitment to

customers and co-workers with evidence of fractional mediation by global commitment. (Bashir et al, 2012).

Sportsmanship: Organ (1988) defined sportsmanship as the behavior of warmly tolerating the irritations that are an unavoidable part of nearly every organizational setting. Podsakoff and MacKenzie (1997) revealed that good sportsmanship would enhance the morale of the work group and subsequently reduce employee turnover.

Courtesy: Podsakoff et al (2000) defined that Courtesy includes behaviors, which focus on the prevention of problems and taking the necessary step so as to lessen the effects of the problem in the future. In other words, courtesy means a member encourages other workers when they are demoralized and feel discouraged about their professional development. Early research efforts have found that employees who exhibit courtesy would reduce intergroup conflict and thereby diminishes the time spent on conflict management activities (Chiun Lo and Ramayah, 2009).

Podsakoff et al (2000) has provided a detailed classification of such behaviors dividing OCB in seven categories, Helping behaviors, Sportsmanship, Personal innovation, Civic virtue, Organizational commitment, Self-satisfaction, Personal development (Podsakoff et al, 2000)

Borman and Motowidlo (1993), to specifically explain the actions of organizational citizenship offered a five-dimensional model, including:

- Perseverance combined with enthusiasm and extraordinary efforts which are necessary to successfully complete the work activities
 - To volunteer for performing work activities which are not formally a part of the individuals tasks
 - Assistance and cooperation with others · Following the rules and practices of the organization
 - To support, protect and defend the organization's Goals)
- Farzianpour and et al, (2011).

Questions and Hypothesis of Research :

H₁= There is a positive correlation Between organizational justice and organizational citizenship behavior of University employees.

H₂= There is a positive correlation Between Distributive justice and organizational citizenship behavior of University employees.

H₃= There is a positive correlation Between Procedural justice and organizational citizenship behavior of University employees.

H₄= There is a positive correlation Between Interactional justice and organizational citizenship behavior of University employees.

3- Methodology

Exploration method is used To identify the components of organizational justice and organizational citizenship behavior of faculty and staff at the University. aspects of OJ and OCB were identified Using exploratory interviews with experts in various. To determine the component realization, the opinions of 22 experts in human resource and organizational Behavior field has been used. Two questionnaire used in this study. The first questionnaire assesses the level of organizational justice and the second questionnaire evaluated the level of organizational citizenship behavior. Using fuzzy Delphi, each component of OJ and OCB was refined In three surveys of experts. Given the number of employees, Number of faculty members and staff 92 and 74 individuals were determined. The 98 valid questionnaires

in faculty members and 81 valid questionnaires in Staff were analyzed. Pearson correlation test was used To test the relationship between components of organizational justice and organizational citizenship behavior. the chi-square test was used To determine the differences between the Components of OJ and OCB. Questionnaire validity was confirmed by experts in research. Investigation of reliability was determined by Cronbach's alpha 0.86 and 0.89. Note that the alpha is greater than 0.7 questionnaire have a high level of reliability (Hinton, 2004). The data from the questionnaires was modeled by Adaptive Neuro Fuzzy Inference System (ANFIS).

4- Results And Analysis

The results showed that, Given that P-Value = 0.008 is less than α 0.05 therefore H₀ hypothesis With 95% confidence is rejected. And shows, there is a positive correlation Between organizational justice and OCB of University employees. The correlation coefficient ($r = 0.963$) indicates a strong relationship is between the independent variable and the dependent. The second hypothesis was that P-Value = 0.012 is less than α 0.05 therefore H₀ hypothesis With 95% confidence is rejected. This indicates, there is a positive correlation Between Distributive justice and OCB of faculty members. The correlation coefficient ($r = 0.972$) indicates a strong relationship is between the independent variable and the dependent. Analysis of data showed that Justice in the distribution of research opportunities (by Important factor 0.84) is the most important among other components of Distributive Justice. The third hypothesis was found P-Value = 0.021 is less than α 0.05 therefore H₀ hypothesis With 95% confidence is rejected. Therefore there is a positive correlation Between Procedural justice and OCB of faculty members. The correlation coefficient ($r = 0.984$) indicates a strong relationship is between perception of justice in procedures, Law and Regulations. Procedural justice components analysis revealed that Faculty perceptions of fairness of enhancing Grade (by Important factor 0.88) based on performance of their research and education are most important. The fourth research hypothesis was found P-Value = 0.003 is less than α 0.05 therefore H₀ hypothesis With 95% confidence is rejected. There is a positive correlation Between Interactional justice and OCB of faculty members. The correlation coefficient ($r = 0.931$) indicates a strong relationship is between perception of justice in behavioral interaction and OCB at the University. Interaction between Professional Group managers and faculty members (by Important factor 0.91) is the most important perception of interactional justice. Other results of study are summarized in the below table.

As can be seen in the table above, distributive justice with a correlation coefficient of 0.981 is the highest correlation with sportsmanship. In other words, as much as the more equitable distribution of resources, more will be the behavior of Sportsmanship. Procedural justice with a correlation coefficient of 0.929 has the highest correlation with Conscientiousness. So how Human Resource practices and processes are implemented fairer, more employees are working conscientiously. A correlation coefficient of 0.994 between interactional justice and altruism suggests that the interaction between managers and employees is also better, behavior and protect humanitarian workers will increase. Staff and faculty members considerably different feel between the fair procedures, rules and regulations and equitable distribution of resources (Chi-Sq = 29.524; DF = 8; P-Value = 0.000).

Table 1. Data Analysis of Relationship Between Organizational Justice and Organizational Citizenship Behavior

| | | Organizational Citizenship behavior(OCB) | | | | |
|------------------------|---------------|--|--------------------------|--------------------------|--------------------------|--------------------------|
| | | Altruism | Conscientiousness | Civic Virtue | Sportsmanship | Courtesy |
| Organizational Justice | Distributive | R=0.964 P-value=0.008 | R=0.957 P-value=0.011 | R=0.944 P-value=0.016 | R=0.981 P-value=0.003 | R=0.947 P-value=0.014 |
| | Procedural | R=0.925 P-value=0.024 | R=0.929 P-value=0.023 | R=0.904 P-value=0.035 | R=0.917 P-value=0.011 | R=0.919 P-value=0.027 |
| | Interactional | R=0.994 P-value=0.002 | R=0.984 P-value=0.005 | R=0.971 P-value=0.006 | R=0.976 P-value=0.001 | R=0.970 P-value=0.006 |

Table 2. Mathematical modeling of Organizational Justice

| ANFIS outputs | ANFIS inputs | | | |
|----------------|------------------|------------------|------------------|----|
| OJ | IJ ¹ | PJ ¹ | DJ ¹ | |
| O ₁ | I _{1,3} | I _{1,2} | I _{1,1} | E1 |
| O ₂ | I _{2,3} | I _{2,2} | I _{2,1} | E2 |
| O ₃ | I _{3,3} | I _{3,2} | I _{3,1} | E3 |
| O ₄ | I _{n,3} | I _{n,2} | I _{n,1} | En |

Table 3 .Mathematical modeling of Organizational Citizenship Behavior

| ANFIS outputs | ANFIS inputs | | | | |
|----------------|------------------|------------------|------------------|------------------|------------------|
| OCB | Co ¹ | S ¹ | C.V ¹ | C ¹ | A ¹ |
| O ₁ | I _{1,5} | I _{1,4} | I _{1,3} | I _{1,2} | I _{1,1} |
| O ₂ | I _{2,5} | I _{2,4} | I _{2,3} | I _{2,2} | I _{2,1} |
| O ₃ | I _{3,5} | I _{3,4} | I _{3,3} | I _{3,2} | I _{3,1} |
| O ₄ | I _{n,5} | I _{n,4} | I _{n,3} | I _{n,2} | I _{n,1} |

Questionnaire data were analyzed by ANFIS and mathematical Functions of organizational justice and organizational citizenship behavior was produced. The following is a mathematical function of organizational justice and Organizational Citizenship behavior.

If (DJ is MF1) and (PJ is MF1) and (IJ is MF1) then
 $OJ=0.345DJ+0.498PJ+0.159IJ+1.368$

Function shows that procedural justice has the highest impact on the general understanding of justice among employees at the university.

If (A is MF1) and (C is MF1) and (C.V is MF1) and (S is MF1) and (Co is MF1) then
 $OCB=0.265A+0.299C+0.142C.V+0.168S+0.129Co+2.1645$

Above function shows Organizational justice has a significant impact on Conscientiousness and altruism among faculty members and university staff.

5- Conclusions And Suggestion

Positive Correlation between organizational justice (Distributive, Procedural and interactional) and components of OCB shows However distributive justice (payments, payroll, compensation, rewards and incentives), procedural fairness (implementation of procedures such as appointment, promotion, recruiting, hiring, training and other organizational processes and practices) and Interactional justice (matter of respect, justice-oriented approach and interact) were expanded then work ethic and conscientiousness, Behavior based on altruism and peer support, providing guidance and assistance voluntary, Behavior based on virtue of citizenship such as maintaining the reputation of the organization, creating a

positive image of the university, efforts to protect the name and reputation of the university, sportsmanship Behavior such as avoiding complaints, avoid the enlarge problems and weak points and reduce the negative image of organization, To avoid violating the rights of coworker, associates and the hurting to university among the staff and faculty members will be greater. In order to increase citizenship behavior based on sportsmanship, conscientiousness and altruism, it is necessary that the level of distributive justice, procedural or communication more than ever Finder.

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