The Relationship between Organizational Justice and Organizational Citizenship Behavior among Nurses (Examining the Mediating Role of Organizational Commitment, Organizational Trust, and Job Satisfaction

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A B S T R A C T

Introduction: Justice has been recognized as the pivot of different organizational research, that the designation of the causal pattern involving the most important variables associated with it was the main objective of the present study.

Materials and Methods: This was a descriptive-survey study. The statistical population consisted of all nurses of Imam Khomeini hospital in Urmia (n= 420), of which 201 nurses were selected by using Morgan's table and by random sampling method. The instruments included questionnaires of organizational justice, organizational commitment, organizational trust, job satisfaction, and Organizational Citizenship Behavior whose reliability and validity were confirmed. The structural equations model method was used to analyze the data.

Results: The results showed there was a positive and significant relationship between justice perception with organizational commitment, organizational trust, and job satisfaction. In addition, the mediating role of organizational commitment and trust was acknowledged in the relationship between justice and citizenship behavior in the model; however, the mediating role of satisfaction was not fitted in the relationship between justice and citizenship.

Conclusion: According the research results that there was a positive and significant relationship between perception of justice with organizational commitment, organizational trust, and job satisfaction, paying attention to organizational justice for improving the staff's organizational citizenship behavior is critical and indicates the distinct position of this variable in improving all attitudinal and behavioral variables and consequently in the hospital employees' performance.

Introduction

The nursing service paradigm shifts from vocational services (services based on skills only) toward professional services (services with mastering the science and technology and nursing specialties).This creates a shift in hospital work dynamics, individual work to teamwork. This condition can only be done by individuals who have a high collectivity value or togetherness, more concern to group interest rather than individual interest. Therefore, the nurses, as healthcare staff who directly interact with patients and hospital management must be able to display extra-role behavior. Organizational Citizenship Behavior was first introduced by Battman and Organ and Smith, Organ, and Niar (1).

Organ defines organizational citizenship behavior as those behaviors that have an optional nature and are not part of formal obligation of employees, but at the same time, lead to an increase in the effective functioning of the organization (2).

In other words, organizational citizenship behavior has been defined as employees' tendency to go beyond their formal job obligation to help each other and show

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real interest in the organization's overall mission and activities (3). More or less, various parameters regarding OCB have been raised up by different researchers, the most common of which are altruism, courtesy, conscience, chivalry, and civic virtue (4).

Theories of justice based on social exchange theory where individuals expect that they will get the business exchange and fair remuneration of organization (5).

Organizational justice was firstly introduced by Greenberg and is defined as employees' perceptions about the extent to which they are treated fairly in organizations and how these perceptions affect attitudinal and behavioral outcomes, such as commitment and satisfaction. Organizational justice research stems from the premise that employees sense the level of fairness in organizational systems and that these fairness perceptions shape their attitudes and behavior (6).

The review of literature and the background of study indicated that different studies have been conducted on the variables impacting organizational citizenship behavior, among which organizational justice perception has been proposed as a variable associated with it. For example, Fanni, investigated the effect of organizational justice on organizational citizenship behavior, and their results confirmed the significant relationship between organizational justice and organizational citizenship behavior (7), and Jafari, showed that procedural justice leads to organizational citizenship behavior (8). Recent studies on organizational justice generally involve three dimensions of distributive, procedural, and interactive justice. Distributive justice refers to the employees' perception of consequences which are consistent with the implicit norms needed for resource allocation. Procedural justice is concerned with the perceived fairness in the processes by which results are determined. Interactive justice focuses on the human aspects of organizational procedures; in fact, this dimension of justice deals with the communications (9).

Rezaeian and Rahimi's study, displayed the mediating role of trust in the relationship between procedural justice and organizational citizenship behavior (10). Furthermore, in order to promote organizational citizenship behavior amongst the employees of the State universities of Turkey, Alper, emphasized the role of trust and its impact on the relationship between organizational justice and organizational citizenship behavior. It was found that such factors as procedural, distributive, and interactive justice were associated with two dimensions of organizational citizenship behavior; that is, those behaviors benefiting organization and those behaviors which are useful for the individuals (11).

According to Blau trust is built in two ways, namely: (1) through performing duties on a regular basis (reply to the benefits received from the other party), and (2) the development of exchanges in accordance with the passage of time. The trust is often expressed as a single concept, but in a social or organizational context, trust has a systemic effect of structure, process, and operational effectiveness. Trust is part of the norms and values of organization, and is expressed in relation with goal setting, risk taking, exchange of information, decision-making, performance management, and collaboration (12). Differently put, trust is a decision to trust another party with this expectation that he/she will act based on shared agreed principles. By this definition, it becomes evident that some degrees of risk is involved in the notion of trust, as there is no guarantee as whether the other party acts based on a shared agreement (13).

In a study conducted by Yaghobbi, they investigated the correlation between organizational justice with job satisfaction and organizational commitment and found a significant relationship between organizational justice and organizational commitment (14), and Kaderkhan, showed that organizational commitment has the greatest impact on organizational citizenship behavior, and organizational justice indirectly affects the organizational citizenship behavior (15). Therefore organizational commitment has been chosen as the second mediating variable in the present study.

In 1990, Allen and Meyer introduced the notion of organizational commitment into the organization and management literature and enumerated three sub component for it: affective commitment (refers to person's emotional attachment to the organization), continuance commitment(reflects the tendency to remain in an organization due to costs of leaving the organization or rewards resulting from staying in the organization), and normative commitment (indicates the sense of duty to remain as a member in the organization), which has attracted the attention of many researchers (16).

In fact, the research has shown that committed employees hold more positive attitudes and behaviors related to the work (e.g., satisfaction, performance, etc.) than uncommitted employees (17).

Moreover, the review of Gorise, demonstrates the mediating role of job satisfaction between citizenship behaviors and organizational justice (18).

Seyed Javadin, investigated the correlation between organizational justice and job satisfaction, and their findings indicated the effect of different dimensions of organizational justice on the varying aspects of organizational and job satisfaction (19).

Therefore, job satisfaction has been considered as the third mediating variable in the present study.

Job satisfaction has been presented as an important issue within the human resource management as well as social and behavioral fields, which is of great importance to individuals, organizations, and generally, to societies' economy (20).

Job satisfaction reflects the individual's attitude toward his/her job which describes, in the best possible way, what happens in the individual's workplace (21).

In other words, job satisfaction is defined as employees' pleasant or unpleasant feelings towards their work (22).

By reviewing the research literature and background and referring to the key role of treatment ward in promoting the health and recovery of majority of individuals (23) as well as considering the significance of the study of the present research variables amongst nursing community (24), the investigation of relationship between these variables was deemed necessary so as to present the causal pattern of the correlation among them. In this regard, the main purpose of this study was to investigate the relationship between organizational justice and organizational citizenship behavior amongst nurses at Imam Khomeini therapeutic- educational center of Urmia (examining the mediating role of organizational commitment, organizational justice, and job satisfaction).

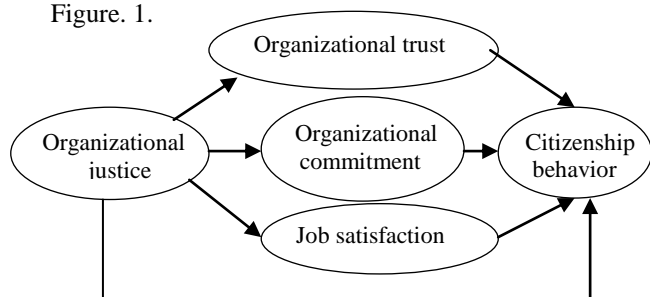The conceptual model of the study is presented in Figure. 1.

Figure1: Conceptual model

Materials and Methods

Regarding the purpose, the current study is practical, and considering data gathering and analysis, it is descriptive-correlational based on the structural equations model. The statistical population constituted all nurses of Imam Khomeini hospital in Urmia in 2012-2013 academic years, the number of which was 420 according to the existing census.

The method was simple random sampling and sample size based on Morgan's Table was 201 persons and if the population size is known, the simplest method for determining the sample size refers to Table Morgan.

To ensure the return of questionnaires, 230 questionnaires were distributed among nurses out of which, 190 usable questionnaires were obtained (Replying rate was 83%).

Research instruments included five questionnaires: Niehoff and Moorman questionnaire was used to measure organizational justice which was prepared by Shekarkan and Naami, for use in the Persian language, and Using the Cronbach's alpha reliability coefficient was 0/90.

It consisted of ten items involving three dimensions of organizational justice (distributive, procedural, and interactive).

Organizational citizenship behavior was measured by a five-point Likert scale developed by Podsakoff.

The questionnaire was designed for the first time by Shekrkan and Naami, and been translated into Persian.

Using the Cronbach's alpha reliability coefficient was 0/88. This scale had 18 items consisting of five factors (altruism, chivalry, conscience, courtesy, and civic virtue).

The third questionnaire was organizational commitment questionnaire developed by Mowday, containing 11 items. This questionnaire by Saatchi, Kamkar and Asgarian have been used in Iran, and reliability was calculated via Cronbach's alpha as 0/70.

Organizational trust questionnaire was designed by Scott and has been used by Ruder, with nine items.

Nadi and Moshfeghi, this questionnaire has been used in Iran and reliability was calculated via Cronbach's alpha 0/70. This questionnaire had 5-item for measure trust in supervisor and 4-item for measure trust in supervisor.

To measure the degree of individuals' satisfaction with their job, job satisfaction questionnaire developed by Brayfield and Rothe was administered. This questionnaire by Abdullah Zadeh have been used in Iran, and reliability was calculated via Cronbach's alpha 0/93. This scale had 18 items and job satisfaction measures into one dimension.

It should be noted that the whole questionnaire was scored based on five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), and the direction of scoring in some items was reverse. Furthermore, validity of questionnaires was confirmed using factor analysis, and its reliability was confirmed by computing Cronbach's α coefficient.

In this research, Cronbach's alpha for organizational justice was 0.82, for organizational citizenship behavior was 0.87, for organizational commitment was 0.83, for organizational trust was 0.75 and for job satisfaction was 0.80. As can be noted, since the minimum acceptable value for Cronbach's α coefficient is 0.70 , and all variables have coefficients higher than 0.70, the questionnaires have acceptable reliability.

Results

Descriptive data

According to LISREL output presented in Table 1, ($\chi 2/df$) ration of smaller than 3 indicated an acceptable goodness of the model. Furthermore, root mean square error approximate (RMSEA) should be less than 0.08.

The amount of Goodness of Fit Index (GFI), Adjusted Goodness of Fix Index (AGFI), Comparative Fit Index (CFI), and Normed Fit Index (NFI) should be higher than 0.8.

Based on the LISREL software outputs and indices, it can be said that the selected indices for measuring questionnaires enjoyed sufficient validity.

Table1: Fit indices of research variables

Guestionnaies	X^2	df	X^2/df	CFI	NNFI	AGFI	GFI	RMSEA
Organizational justice	112.40	51	2.2	0.87	0.87	0.81	0.84	0.07
OCB	175.35	71	2.46	0.91	0.89	0.81	0.84	0.07
Organizational commitment	60.35	28	2.15	0.93	0.91	0.83	0.92	0.069
Organizational trust	29.61	12	2.46	0.95	0.93	0.88	0.95	0.07
Job satisfaction	63.53	25	2.50	0.94	0.92	0.86	0.92	0.068

According to the study, the mean and standard deviation of nurses' scores in each of the variables were as follows: organizational justice (M=40.10, SD=17.8), organizational commitment (M=48.89, SD=21.3), organizational trust (M=42.30, SD=19.2), job satisfaction (M=45.45, SD=19.3), Citizenship behavior (M=66.61, SD=17.2). According to findings and considering the employees' own remarks, the values of organizational justice, commitment, trust, and job satisfaction are less than mean value, while organizational behavior is greater than mean value.

Table2: Correlation matrix of research variables

variables	1	2	3	4	5
1. justice	1				
2. commitment	0.58**	1			
3. trust	0.42**	0.53**	1		
4. satisfaction	0.48**	0.63**	0.64**	1	
5. OCB	0.28**	0.38**	0.27**	0.12	1

**<0/01, *<0/05

Table 2 demonstrates the correlation between research variables. As indicated in Table 2, correlation coefficient between justice with commitment, trust, satisfaction, and organizational citizenship behavior is significant and positive. In addition, correlation coefficient between commitment and justice with organizational citizenship behavior is positive and significant; meanwhile, no significant correlation was found between satisfaction and organizational citizenship behavior. Correlation magnitude mutually in the above-mentioned variables is fluctuating from 0.27 to 0.64. The highest correlation coefficient is between satisfaction and trust (r= 0.64). Based on the correlation analysis between endogenous and exogenous variables, it can be concluded that any increase in organizational justice perception is accompanied by a rise in commitment, trust, satisfaction, and organizational citizenship behavior scores.

The main hypothesis of research Job satisfaction, organizational trust, and organizational commitment play the mediating role in the relationship between justice and citizenship behavior.

In order to test the above hypothesis, structural equations were used, and several subsidiary paths between research variables were identified and analyzed, the results showed that, the path coefficient between employees' organizational justice perception and organizational commitment with (ß= 0.55, t= 4.83) is significant at P < 0.01. Therefore, there is a positive correlation between employees' organizational justice perception and their organizational commitment. Considering the significance of path coefficient between employees' organizational justice perception and organizational trust with (ß= 0.50, t= 5.52) at P< 0.01, it is inferred that there is a positive association between employees' organizational justice perception and their organizational trust. Furthermore, given the significance of path coefficient between employees' organizational justice perception and job satisfaction with (ß= 0.43, t= 4.77) at P< 0.01, it is concluded that there is a positive relationship between employees' organizational justice perception and their job satisfaction.

In what follows, the direct and indirect effects of justice perception on citizenship behavior was studied. The results revealed that the direct path coefficient of justice on citizenship behavior was not significant. But considering that organizational justice perception had a direct, positive, and significant impact on organizational commitment with coefficient of 0.55, and organizational commitment had a direct, positive, and significant effect on citizenship behavior with coefficient of 0.47, Therefore, the mediating role of organizational commitment in the relationship between justice and citizenship behavior is confirmed in the model. By confirming the mediating role of commitment, justice has an indirect, positive, and significant effect on citizenship behavior with coefficient of 0.26. As can be observed, justice does not exert a significant effect on citizenship behavior; meanwhile, in taking commitment as mediator, justice has an indirect positive impact on nurses' citizenship behavior. In other words, individuals with high organizational justice perception, show increased citizenship behaviors under the circumstance of promoted organizational commitment perception.

Organizational justice perception has a direct, positive, and significant effect on organizational trust with coefficient of (0.50), while it is observed that direct path coefficient of justice on citizenship behavior is not significant. Also organizational trust has a direct, positive, and significant impact on citizenship behavior with coefficient of (0.22). Hence, the mediating role of organizational trust is Index confirmed in the relationship between justice and citizenship behavior in the model. By confirming the mediating role of trust, justice exerts an indirect, positive, and significant impact on citizenship behavior with coefficient of 0.11.

As can be observed, justice does not have a significant effect on citizenship behavior. At the same time, through the mediating role of trust, justice has an indirect and positive effect on nurses' citizenship behavior. In other words, individuals with high organizational justice perception, show high citizenship behaviors under high organizational trust circumstance.

Organizational justice perception has a direct, positive, and significant effect on satisfaction with coefficient of 0.43. While it is seen that the direct path coefficient of justice does not have a significant effect on citizenship behavior. Moreover, the direct effect of job satisfaction on citizenship behavior is not significant. Therefore, the mediating role of job satisfaction in the relationship between justice and citizenship behavior is not confirmed in the model. By denying the mediating role of satisfaction, justice does not have an indirect and significant impact, through satisfaction, on citizenship behavior.
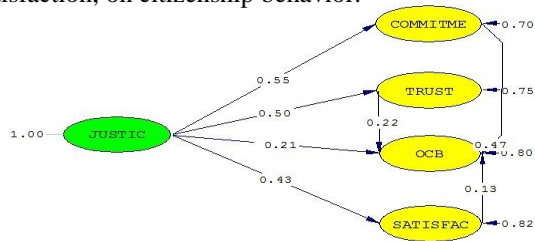
Chi-Square=1428.43, df=622, P-value=0.00000, RMSEA=0.073

Diagram1: Output of LISREL software at standard mode
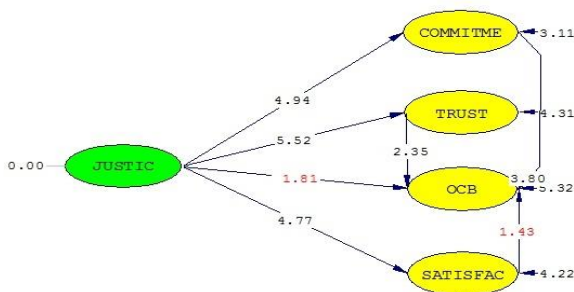
Chi-Square=1428.43, df=622, P-value=0.00000, RMSEA=0.073

Diagram2.: Output of LISREL software at significance of t-test mode

In a similar fashion, LISREL output showed that, the square ratio of phi to degree of freedom ($\chi 2$ /df: 2.30) reveals an acceptable fit of model. Also, RMSEA is equal to 0.073, and the values of GFI, AGFI, NFI, and CFI are 0.88, 0.82, 0.84, and 0.90, respectively. With respect to indices and outputs of LISREL software, it can be concluded that the data are relatively consistent with the model. Furthermore, the indices presented dictate that, overall, the presented model is an acceptable one, and the experimental data are well consistent with it.

Discussion & Conclusion

The main purpose of the current study was to investigate the mediating roles of commitment, trust, and job satisfaction in relationship with organizational justice and organizational citizenship behavior amongst nurses. With respect to the first hypothesis, the results of the study suggested that there was a significant and positive correlation between nurses' organizational justice perception and their organizational commitment.

This result is consistent with Blair Staley (1997), who found the effect of organizational justice on the organizational commitment (25), and also consistent with the results of research Yaghobbi (14), Kaderkhan (15), Nazari (26), Chou, Chou, Jiang and Klein (27).

Considering the second hypothesis, the procured results showed that there was a positive and significant relationship between nurses' organizational justice perception and their organizational trust. This result is consistent with Di Cermer study which revealed that leaders engaged in procedural justice exerted a positive effect on organization and supervisor's trust, and emotion-based trust modulates the relationship between procedural justice and organizational simulation (28).

In addition, Chiaburu and Marinova, supported the idea that organizational justice modulates the direct relationship between organizational trust and important organizational consequences (29). And also the results of research Alper (11), Sousa-Lima, Michel & Caetano (30), Altuntas and Baykal (31), agree in this regard.

In the case of the third hypothesis, the results revealed a positive and significant relationship between nurses' organizational justice perception and their job satisfaction. This result corroborated findings of the study by Jordan, who investigated the relationship between organizational justice and job satisfaction and found a positive correlation between all three kind of organizational justice and job satisfaction (32). It is also consistent with Nadiri and Tanova's study, entitled "an investigation of the role of justice in turnover intentions, job satisfaction, and organizational citizenship behavior" who found a positive association between organizational justice and job satisfaction, and, even found its strong impact on organizational job satisfaction in the Insurance industry (33). And also the results of research Seyed Javadin (19), Kasemsap (34), corresponds here.

With regard to the fourth hypothesis, the obtained results confirmed the mediating role of organizational commitment in the relationship between organizational justice and citizenship behavior. This result is in line with Lavelle, which displayed the mediating role of organizational commitment in the correlation between procedural organizational justice and citizenship behaviors (6). It is also in agreement with results of study by Haj Karimi, who investigated the effectiveness of human resource measures on organizational citizenship behavior by taking the role of organizational commitment into account. The result of this study

revealed that human resource measures, both directly and indirectly, affect organizational citizenship behavior through organizational commitment. Research findings suggested that if human resource measures are taken desirably and effectively and are implemented in the organization, employees' commitment to organization will increase and they are more likely to manifest citizenship behaviors (35).

Considering the fifth hypothesis, the procured results verified the mediating role of organizational trust in the relationship between organizational justice and citizenship behavior. These results are consistent with Bulent's results, who introduced the trust in the supervisor as the predictive variable of citizenship behaviors (36). The results are also consistent with Rezaeian et al findings, who investigated the effect of justice on organizational citizenship behavior considering the role of organizational trust. Their results revealed that justice impacted organizational citizenship behavior, both directly and indirectly, through organizational trust (10).

For the sixth hypothesis, the results did not confirm the mediating role of job satisfaction in the relationship between organizational justice and organizational citizenship behavior. This result is in line with Hassani and Jodat Kordler's results, who examined the relationship between perceptions of organizational justice with turnover intentions, job satisfaction, and organizational citizenship behavior amongst medical staff of Imam Reza hospital. In this study, the mediating role of job satisfaction was not confirmed in the relationship between organizational justice and organizational citizenship behavior (37). However, this result is not consistent with results obtained from experimental study by Gorise (18), and Tabarsa, both of which indicated the mediating role of job satisfaction variable between organizational citizenship behavior and organizational justice (38).

In explaining research findings, it can be stated that since perception of justice refers to employees' perceptions of equal distribution of resources in the organization and also to how much different dimensions of justice are observed, it includes justice with respect to distribution of salaries and privileges, justice and making clearance in administrative procedures as well as justice within human interactions. In the definition of organizational commitment, it was pointed out that how much employees experience desirable feelings towards their job, and such desirable feelings increase tendency to remain in the organization. Therefore, there is no doubt that when employees in an organization feel that they have been treated fairly, they will be committed to the organization. Other variables considered relevant to justice in the present study were trust and job satisfaction.

It is crystal clear that the presence of justice perception within an organization can nurture and promote trust creation in an organization; furthermore,

it can be followed by job satisfaction because one of the important components of job satisfaction is associated with fairness issues in salaries, privileges, and payments of organization. The findings then indicated that justice did not affect organizational citizenship behavior. By referring to Herzberg's motivation-health theory which has been extensively given attention in the field of human resource management, this result can be explained in this way. The presence of justice perception in an organization can be considered as an indispensable component of organization, which merely provides them with a satisfactory environment. Consequently, employees view justice in the organization as an obvious requirement and put it along with health factors. In defining organizational citizenship behavior, it was noted that they are meta-role behaviors placed outside of a specified organizational framework. It seems that employees will be engaged in meta-role behaviors when in addition to health requirements (a satisfactory workplace), their growth, development, and self-actualization needs have also been given attention. Therefore, only through establishing a justice system within an organization, the employees cannot be expected to show citizenship behaviors.

In explaining significance of mediating role of trust and commitment in the relationship between justice and citizenship behavior, it can be stated that justice can be effective in creating organizational citizenship behaviors between employees and managers through trust creation. In fact, if employees feel that they are treated fairly and without discrimination in the organization, an environment reflecting trust between employees and managers will be created; consequently, employees will tend to behave beyond their assigned duties to show their gratitude.

It is also true for organizational commitment, in which the presence of justice and trust can contribute to employees' desirable emotions in the organization, and this can ultimately result in creating organizational citizenship behavior.

However, there is a different story concerning the mediating role of job satisfaction in the relationship between justice and organizational citizenship behavior. Although justice can lead to job satisfaction, this will not lead to creation of organizational citizenship behaviors since job satisfaction has various dimensions and facets. It may also be possible that a person may be satisfied with a part of his/her job, but does not feel satisfied with the other aspect of his/her job.

In fact, it seems likely that employees with high job satisfaction will show meta-role behaviors, but we should consider job satisfaction according to its sub scales and dimensions and view it as a necessary but not sufficient condition for certain meta-role behaviors.

In the end, it should be noted that, like any other studies, the results and findings of this study suffer from some limitations which are summarized as follows:

1- Due to some inherent limitations, some variables were not controlled such as cultural and background characteristics of subjects, which may affect research results.

2- Given that results of this study are related to nursing population of Imam Khomeini Hospital in Urmia, so its results cannot be generalized to other hospitals.

3- There was the lack of cooperation of some nurses in administrating questionnaires and not returning them to the researcher.

4- There was time limitation and financial constraints in using resources of other hospitals and libraries.

5- Use of questionnaire as the only instrument for measuring and gathering data was another limitation of the present study.

One of the practical suggestions based on the results of current study is that the values of perception of organizational justice, commitment, trust, and job satisfaction among nurses are lower than mean, but the value of citizenship behavior is higher than mean. Therefore, it is suggested that the ground for creating organizational justice be provided in hospitals so that nurses can show more organizational citizenship behaviors. Furthermore, to further increase

organizational commitment level and to prevent undesirable consequences, policy makers and officials need to take more suitable actions and measures.

One of the strategies that human resource managers and other managers at hospitals should implement to develop justice and promote organizational trust in organizations is to develop a justice- and trust-based system. One of the trust-making methods is applying techniques that make the organization more predictable, and this is contingent on two important issues: transparency and law obedience. What makes the communicative network of organizations transparent and law-obedient is being systematic in all subsystems.

Acknowledgement

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