

## The Study of Effect of Distributive Justice on Organizational Citizenship Behavior Using Structural Equations Modeling (SEM) Between Nurses in a Military Hospital in Iran

<sup>1</sup>Maryam Yaghoubi, <sup>4</sup>Nasrin Shaarbafchi Zadeh,  
<sup>2</sup>Fatemeh Rahmati-Najarkolaei and <sup>3</sup>Mohammad Reza Soltanizarandi  
<sup>1</sup>Health Management Research Center, <sup>2</sup>Health Research Center,  
<sup>3</sup>Health School, Baqiyatallah University of Medical Sciences, Tehran, Iran  
<sup>4</sup>Health Management and Economics Research Center,  
Isfahan University of Medical Sciences, Isfahan, Iran

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**Abstract:** Justice and its implementation is one of the fundamental and innate needs of the human existence of which has always provided an appropriate framework for the development of human societies throughout the history. Accomplished researches show that distributive justice is a variable which predicts most of the organizational variables. The issue of organizational citizenship behavior is one of these variables which is of great importance in today's organizations, therefore, this study aims to investigate the relationship between distributive justice and organizational citizenship behavior among nurses in a military hospital in Iran. This study is a descriptive-correlational research. The research society is the group of nurses in a military hospital and has been carried out using stratified random sampling method. Data were collected through two questionnaires including Beugre OJ scale and the OCB questionnaire made based on Organ dimensions of citizenship behavior (conscientiousness, altruism, courtesy, sportsmanship, civic virtue). The Structural Equations Modeling (SEM) was used to determine the effect of the variables. Data analysis method was SEM and the softwares SPSS and Amos have been used. Distributive justice had the greatest impact on civic virtue and sportsmanship and the final model of the impact of distributive justice on organizational citizenship behavior has been approved. Based on the findings of this study, if the hospitals increase the sense of justice among their nurses, the nurses will pay more attention to concepts such as organizational citizenship behavior too.

**Key words:** Customer relationship management, structural equations, hospital, citizenship, justice

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### INTRODUCTION

The nurses are the largest working group in many health care providing organizations and have a key role in the performance of health organizations (Eastaugh, 2001; Helmer, 1988). The nursing is a job that has a close relationship with people and is responsive to human lives. The complex nature of this job leads to the certain professional problems that need people with the ability of high behavioral performance (Arbabisarjou *et al.*, 2014). In the field of organizational behavior, the individual performance and behavior is one of the important categories. One of these concepts is organizational citizenship behavior (Jafari and Bidarian, 2012). About 35 years ago, the concept of Organizational Citizenship Behavior (OCB) was presented to the world of science first time by Bateman and Organ in early 1980s (Organ and Ryan, 1995). Civic citizenship behavior is looking for behaviors to help colleague, manager and organization. Creating a moral working environment and

performing voluntary tasks which are out of the jurisdiction of staff are included in this concept (Crede *et al.*, 2007). Organ posited a five dimensions of Organizational Citizenship Behavior (OCB) as follows: Conscientiousness, Courtesy, Altruism, Sportsmanship and civic virtue (Organ and Ryan, 1995). Because of the increased economic pressure and lack of resources, the importance of civil behavior has increased among employees (Organ *et al.*, 2006). In addition, researches have shown that civil behavior among employees has reduced the need for controlling and evaluating and less time is required for doing planning and problem resolving (leading to a more effective organization) (Ackfeldt and Coote, 2005). As mentioned, nurses are at the forefront of health services and play different roles as a leader, trainer and manager (Arbabisarjou *et al.*, 2014) and civil citizenship behavior among the nurses has been determined as one of the main outcomes of health cares (Chen *et al.*, 2008; Chien *et al.*, 2008) and has a close relationship with occupational characteristics (Kidder,

2002). Another study show that OCB effect on individual performance of employees and compliance with organizational change. Hence is the needed that the predicting factors and affecting on the OCB behavior to be studied (Organ *et al.*, 2006). One of these factors is the presence of justice in the organizations (Arbabisarjou *et al.*, 2014) and studies conducted, confirms the impact of organizational justice on the organizational citizenship behavior (Haworth and Levy, 2001; Alotaibi, 2001).

Distributive justice is defined as the personal feeling of fairness of wages and benefits and organizational feasibility (Cohen-Charash and Spector, 2001). Research in this field has been started from more than two decades and the main result obtained is that the staff perception of equity in the organization affects their behavior and performance (Beugre and Baron, 2001). In this regard, Lipponen *et al.* (2004) has stated that the existence of justice among the employees is a critical factor for specific professional behaviors (Lipponen *et al.*, 2004). One of the types of justice is distributive justice. This type of justice represents the employees' perceptions of equity rate in the distribution and allocation of resources and rewards (McDowall and Fletcher, 2004). There is general agreement among researchers that distributive justice leads to organizational effectiveness. Justice is achieved when employees feel that the ratio of inputs (efforts) to their outputs (the rewards) is equal to the ratio of their colleagues (Greenberg, 2004).

Also, Erturk (2006) have shown the role of organizational justice and trust in manager in OCB in university professors in Turkey (Erturk, 2006). Watt and Shaffer showed that justice and social status (trust in manager and psychological freedom) influence on organizational citizenship behaviors.

In the field of evaluating the relationship between justice and organizational citizenship behavior many studies have been carried out (Rubin, 2009; Dikmetas and Kose, 2014; Asgari *et al.*, 2011; Farahbod *et al.*, 2014). However, fewer researches have been conducted in health organizations particularly among the nurses and most conducted researches have used the correlation analysis in SPSS Software and little researches have examined the relationship between the two variables equity and OCB using structural equation model to provide a model (Park and Yoon, 2009).

## **MATERIALS AND METHODS**

This is a descriptive analytic survey in 2015 in a military hospital in Iran. The sample size was 107 nurses. Determining the adequacy of the sample size has been performed using Kaiser Mayer Olkin.

**Instruments:** Data was collected through two questionnaires including OJ scale and the OCB questionnaire made based on dimensions of citizenship behavior (conscientiousness, altruism, courtesy, sportsmanship, civic virtue) (Yaghoubi *et al.*, 2012). The Expert Judgments Method was used to assess the validity of the questionnaire. The reliability of the questionnaire was evaluated by Cronbach's Alpha. Totally, the alpha coefficient of the questionnaire was obtained as 81%.

**Analysis:** In this study, distributive justice was defined as independent variable and the organizational citizenship behavior as dependent variable. Finally, the effect of independent variable on the dependent variable was identified. Then with the help of fitness indices, the overall model was fitted. Data analysis has been performed by Structural Equations Methods (SEM). SPSS16 and AMOS18 Software has been used.

**Ethical considerations:** In implementation step, the data collection was performed by taking an official introducing letter from research deputy and before the delivery of the questionnaire, we talked to nurses about the objectives of the research and using the name of the hospital was also refused.

## **RESULTS**

Based on a census, 107 nurses were participated in this research project as the research sample. In terms of gender, 85% of employees were male and the rest female. The 81.3% of nurses was at the undergraduate level. In terms of age, the highest percentage was between 35-45. Regarding the field of study variable, the nurses had the highest percentages of employees (69.2%). In examining the relationship between organizational justice and organizational citizenship behavior with the demographic variables as seen in Table 1, there is relationship between OJ and age but no relationship with the other demographic variables. In addition, in examining the relationship between OCB and demographic variables, this variable has relationship with the age and type of employment (Table 1). The mean score of distributive justice among nurses has been  $2.3 \pm 0.7$  and the mean score of organizational citizenship behavior  $3.7 \pm 0.05$  which the courtesy dimension has the lowest average score and the civic virtue dimension has the highest (Table 2 and Fig. 1).

Table 3, Chi-square value is significant in the Confirmatory Factor Analysis (CFA) Model. The CMIN/DF value (2.1) is very good (levels 2-3 are very good). Comparative index values ( $>90/0$ ) are interpreted

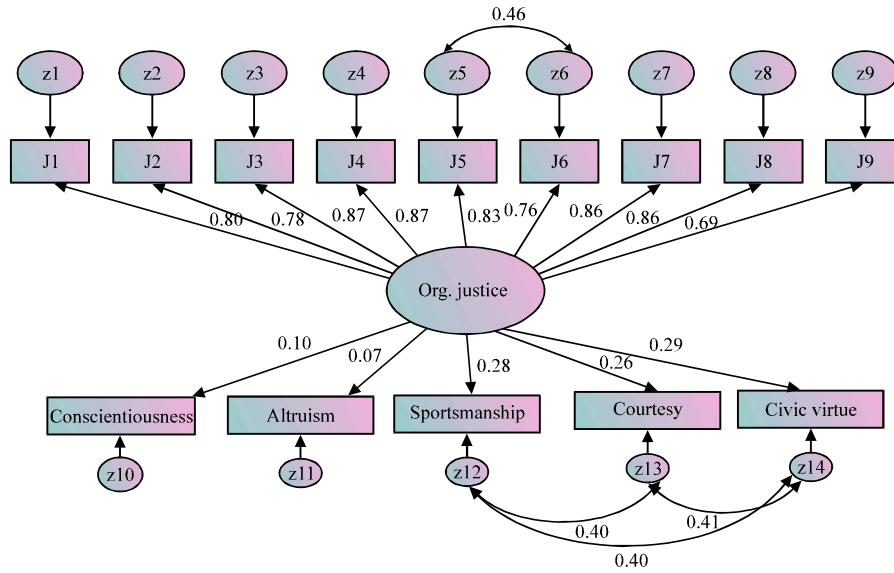


Fig. 1: The final model of the relationship between distributive justice and organizational citizenship behavior

Table 1: Relationship between distributive justice and organizational citizenship behavior with demographic factors in nurses p<0.05 considered as meaningful

Variables	Sex		Age		Field of study		Scholarship		Type of employment	
	t-values	p-values	F-values	p-values	F-values	p-values	F-values	p-values	F-values	p-values
Distributive justice	0.018	0.986	1.8	0.00	0.900	0.604	1.407	0.128	0.761	0.777
Organizational citizenship behavior	0.575	0.565	3.02	0.00	0.773	0.744	1.17	0.439	6.5	0.00

Table 2: Mean and standard deviation of organizational justice and OCB and their factor loadings

Variables	Description	SD±mean	Factor loading
Distributive justice 0.7±2.3	J1: Generally benefits I receive is fair	0.09±2.4	0.80
	J2: My job promotion is proportional to what I expected	0.09±2.4	0.78
	J3: The benefits I receive are proportional to my performance	0.09±2.2	0.87
	J4: The benefits I receive are proportional to my responsibilities	0.08±2.2	0.87
	J5: Rewards and benefits given to me at the workplace are proportional to my education level	0.08±2.4	0.83
	J6: Rewards and benefits given to me at the workplace are proportional to my amount of training	0.09±2.4	0.76
	J7: Rewards and benefits given to me at the workplace are proportional to my work experience	0.09±2.4	0.86
	J8: Rewards and benefits given to me at the workplace are proportional to the amount of effort I have in my work	0.10±2.1	0.86
	J9: Rewards and benefits given to me at the workplace are proportional to my job stress level	0.09±1.8	0.69
Organizational citizenship behavior 0.05±3.7	Conscientiousness	0.06±3.7	0.10
	Altruism	0.10±3.7	0.07
	Courtesy	0.06±3.2	0.26
	Sportsmanship	0.06±3.6	0.28
	Civic virtue	0.05±4.1	0.29

Table 3: Evaluation of overall indices of the relationship between distributive justice and organizational citizenship behavior

Overall indices of fitting	Values
<b>Parsimony</b>	
PCFI parsimony comparative fit index	0.72
PNFI parsimony normed of fit index	0.61
CMIN/DF (Chi-square/degree of freedom)	2.1
<b>Comparative</b>	
PGFI	0.93
CFI comparative fit index	0.907
IFI incremental index of fit	0.901
<b>Absolute</b>	
P	0.003
df (degree of freedom)	73
CMIN (Chi-square)	158.7

as the acceptable values. This value is acceptable for Parsimony Normed Fit Index (PNFI) and Parsimony Comparative Fit Index (PCFI) as it is higher than 0.5. Finally, this model can be considered acceptable.

## DISCUSSION

In general, this research aims to provide a model for the impact of distributive justice on organizational citizenship behavior using the structural equation model. Ultimately the model has been approved and

all the research hypotheses were confirmed. Today, organizations require efficient and effective staff in order to achieve their goals for growth and comprehensive development and generally the efficiency and effectiveness of organizations depends on the efficiency and effectiveness of their human resources. Especially in the hospital, creating opportunities to enhance the quality of employees' work is very important and is one of the tasks of health systems. In this regard, paying attention to the justice among the staff and considering the concept of OCB which pays attention to concepts such as courtesy and altruism among employees are of great importance). In fact, having the sense of equity among the staff leads to reactions affecting the outputs of organization such as job commitment and OCB (Noruzy *et al.*, 2011). Results of this research state that the amount of distributive justice among hospital nurses is in average level of  $2.3 \pm 0.7$  but the score of organizational citizenship behavior is better and has a higher average of  $3.7 \pm 0.05$ . Among the components of distributive justice, the nurses allocated the lowest score to J9 (Rewards and benefits given to me at the workplace are proportional to my job stress level) and the highest score to J5 (Rewards and benefits given to me at the workplace are proportional to my education level). Results of this study show that among the components of organizational citizenship behavior, civic virtue has the highest average score  $4.1 \pm 0.05$  this dimension of OCB is looking for behaviors indicating a person's responsible participation in activities related to the organization (Keldbari and Alipour, 2011). Hence, it may be argued that the nurses in this hospital have high participation for performing organizational activities. In health organizations, the existence of altruism among the staff leads to improved health outputs related to patient (Chen *et al.*, 2008; Chien *et al.*, 2008). Altruism in the present research has high average score too which is related to behaviors such as helping other nurses to complete their duties or helping other colleagues in the event of non-predictable events (Arbabisarjou *et al.*, 2014). Indeed there is intimacy, empathy and compassion among the nurses at the hospital studied and they help the staffs who have working problems either directly or indirectly. In determining the effect of distributive justice on the organizational citizenship behavior, a relationship between these variables has been observed in the results of the present research, however, the impact is low. Especially in the relationship between the distributive justice with conscientious and altruism, the effect is very lower. However, the overall research results suggest that

if the amount of distributive justice in the hospital is increased, organizational citizenship behavior is also increased. The regression analysis by Dikmetas and Kose (2014) research showed that the distributive justice has a positive impact on the conscientious and courtesy and no relationship was observed between distributive justice and altruism, conscientious and courtesy that is different from the present research. Whereas in another researches, distributive justice had no effect on OCB (Asgari *et al.*, 2011; Farahbod *et al.*, 2014). Investigation of the relationship between distributive justice and demographic variables showed a relationship between the distributive justice and age but no relationship with other demographic variables (sex, field of study, scholarship, type of employment). In fact, there is no difference between attitudes of nurse men and women in the current research about distributive justice which is different from the results by Rubin (2009)'s research and similar to Jafari and Bidarian (2012)'s study. In Yaghoubi *et al.* (2012) research, there was significant relationship between justice with age that is similar to the present investigation. In the present research, there is no relationship between distributive justice and the type of employment that is different from Yilmaz and Tasdan (2009)'s research. Investigation of the relationship between OCB and demographic variables shows relationship between this variable with age (nurses with older age had a higher score in the dimension of OCB) and type of employment without relationship with sex which different results were obtained by Kidder (2002)'s research women in altruistic behaviors and men in citizenship dignity behaviors gain higher scores.

## CONCLUSION

WHO have a different plan for develop staff empowerment in a work environmental (Maleki *et al.*, 2012) also the studies indicate the strong effects of organizational justice on different attitudes and behaviors such as job satisfaction, organizational commitment, trust, occupational performance, spontaneous collaborations and organizational citizenship behaviors. Thus, justice is an important issue for both the organization and the staff. In fact, organizational justice makes the staff feel they are a part of the organization. Finally, their responsibility rises will go to a higher level than OCB. If the hospital managers are looking for creating an atmosphere of respect and intimacy among the staff, they should try to recognize their subordinate staff's perception about

justice and equitable distribution of financial and physical resources and prepare the conditions for the establishment of justice in the hospital.

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