Chapter I
Introduction

1.1. Background

Justice is one of the most beautiful, sacred and prominently uttered terms in human civilization lexicon, in which the implementation is considered as one of the essential affairs from the perspective of each good natured person and usually each man, even a wicked one, approves the value of justice observation (Moorman, 1991). Justice has the highest value in human life and is a precious gem in the way of attaining human rights. Achieving justice is the main goal of men as it plays a major role in life (Lambert, 2003).

Accomplishment and fulfilling of justice have been two of the major desires of humans in society for ages. In order of having explanation and establishment, various divine and human schools and thoughts have suggested different strategies (Colquitt, 2001). For a long time, justice has been one of the most important subjects and concerns of humans and intellectuals in various sciences. The theories related to justice have been developed along with the promotion and progress of human societies and its scope has been expanded from the theories of religions and philosophers to experimental researches. After industrial revolution and mechanization of human societies, organizations have ruled over human life. All human beings are directly dependent on organizations throughout their life span and even today, one cannot imagine having a life without organizations (Bies and Parker, 2001).

Justice is one of the vital elements of any kind of social association. With consideration of this importance, continued voluntary presence of the individual in groups, depends on their perception of fairness observation and justice dimensions. for this purpose, if the members of one group or social system have more equitable understanding of that systems’ behaviour, so they have greater commitments and attachment (affection) for its association, presence and development (Mojahed and Moghimi, 2009).

However, justice has always been considered throughout the history as a fundamental need for mankind’s cumulative life. Nowadays, considering the role of organizations in mankind’s social life, the role of justice has been revealed more and more. In modern organizations, managers cannot be indifferent to this spectrum,
because justice has always been considered as a mankind’s need, similar to other fundamental needs (Dustin, 2010). Since a long time, justice has been one of the most important subjects and concerns of human and intellectuals in various sciences. Organizational Justice has been developed in recent years which include the Distributive, Interactional, Procedural theories. In recent decades, the Organizational Justice subject has been one of the most referred topics in Organizational research and which is researched extensively in Management, Practical Psychology and Organizational Behaviour Courses (Folger and Konovsky, 1989).

The knowledgeable and expert people believe that, the success of organization, especially official organization is in creative performance, motivated and satisfied employees, who are informed about organizations’ objectives in order to fulfil their demands, try to achieve this significance (James, 1993). Justice behaviour is something that employees expect it according to time investment and their abilities in an organization. These individuals’ expectations are followed with a great concern for the leaders as they must concentrate on the amount of justice which is realized by their employees, because in this way the managers will be able to bring into effect the individuals’ abilities by creating favourable atmosphere (Charash and Spector, 2001).

Organizational Justice is a variable which is used in order to describe the direct justice relevant to the occupational positions. It is particularly remarked in Organizational Justice that how the employees should be treated so that they feel they have fair treatment. With consideration of this matter that the most important and valuable asset of an organization is its human capital, and paying attention to this priceless capital which has an effect on the process of failure or success of organization; therefore having effort to increase employees’ responsibility, is an important affair that managers should take note of (Hums and Cheladurai, 1994). More responsible individuals are duty bound of organizations’ values and goals and will play more active role in organization and apply rarely for new job opportunity and leave organization. This is the over role and spontaneous behaviour that put the employees in a position that work over duty expectation and occupation explanation voluntarily. Meanwhile, employees’ perceptions of fairness in payments and equality in organizational procedures as well as fairness in interpersonal treatment in organization have a well-deserved role in development and encouragement of Organizational Citizenship Behaviour (Chompookum, et.al, 2004).
1.2. Statement of the Problem

With respect to the various attitudes of the employees in the organization, to examine the attitudes of the employees has attracted the attention of the researchers and scholars over the past decades because it affects the improvement of the Organizational Behaviour. The research made on the attitudes of the members of organization will make the managers aware of the attitudes of the employees toward them (Talebpour, 2001). Therefore, this organization has always made an attempt to look at the employees and members properly, because their attitudes are correlated with the behaviours important to the organization. For instance, it is likely that the unsatisfied employees do not attend the department and become absent or leave this organization to work at a better organization or have a negative attitude toward the organization, so it will cause the employees to form unions or join the informal groups. Also, it has been proved that satisfied employees will be healthier (Parker and Kohlemeyer, 2005). Thus the manager must pay a lot of attention to the members and employees, because these attitudes would affect the behaviour of the subordinates in the organization. If these attitudes are defined obviously and at the educational districts a clear comparison between these factors are obtained, the manager can achieve helpful information concerning the decisions which must be made about these employees (Adams, 1965).

1.2.1. Organizational Justice

Justice in an organization indicates the equality and consideration of moral behaviour. Moreover, the justice behaviour in organization is a demand of all the employees from organization where they spent their time and energy. Organizational Justice is a term for describing the function of justice, which is directly related to occupational position (Taylor, 2003).

In Organizational Justice, it is particularly stated that how one should treat the employees so that they feel that they are encountered equally (fairly). Organizational Justice is also a degree that employees feel, the procedures and organizational policies which are concerned to their job are absolutely fair. Specially, employee’s perception of equality and fair treatment can effect on the other relevant variables at work (Scandura, 1999). Organizational Justice Term was coined by Greenberg in 1970 for the first time. He believes that Organizational Justice consists of three
dimensions which includes Distributional Justice, Procedural Justice and Interactional Justice and is explained briefly in the following:

1.2.1.1. Distributional Justice

One kind of Organizational Justice is Distributional Justice that refers to the equitability of the consequences and results received by the employees. Distributive Justice conceptualizes the fairness judgment of outcomes allocations, like payment level or promotion opportunity in an organization context. Adams’s equality theory is the source of this idea. Adams emphasised on fairness perception of outcomes that is the Distributive Justice in this work (Hum and Cheladurai, 1994). This theory demonstrates that the individuals consider one relative balance as a desirable result with comparison of given / their received amount with given one - their colleagues’ received amount.

The basic assumption of Distributive Justice is that the resources allocation, essentially effects on the perception of responsibility justice and organizational trust. Justice or Service compensation based on merit is considered as a synonym of equality. Organizational Justice is an important predictor of personal results like job and payment satisfaction and also organizational outcomes like organizational responsibility and subordinate’s appraisal of supervisor (Deutsch, 1975). On the contrary, the distributive injustice will happen when the individuals don’t get the rewards which are expected by them, in comparison with the other’s rewards like new job, responsibility, power, reward, promotion (Leventhal, 1976).

1.2.1.2. Procedural Justice

Procedural Justice is a justice that is fulfilling the requirements of the employees of an organization by adopting fair procedures. It means apart from being fair in basic concept of law, the process within which the justice is supposed to get result from, must be fair too. The observation of fair procedures and justice in fulfilment procedure must provide the equal winning opportunity for all the people. Thus we can say that justice demands the explicitness of laws and when the procedure of law’s fulfilment is fair that possibility of enjoyment from law will be possible for everybody easily. Procedural Justice means the equality perception of methods which are used for distributing compensation of payment and merits (Folger and Greenberg,
2005). The Procedural Justice has two objectives: first it protects the individuals’ interests, thus in the long period of time they achieve what they deserve. Therefore this procedural equality is accompanied by the result of decision such as satisfaction, agreement and responsibility. The second usage of justice procedures is symbolic and helps strengthening individual’s relationship with group, trust in leaders and also helps individuals to be responsible of the organization. The justice procedures could be a sign for individuals to experience the feeling of being worthy and respected in the organization and can promote the balance and trust in the relation with others (Van Dyne, et.al, 2003).

1.2.1.3. Interactional Justice

The third domain of Organizational Justice is Interactional Justice; which is a kind of Procedural Justice and refers to equitable encounter with an employee in the form of official approved methods. Interactional Justice emphasizes on the interpersonal decision making aspect, particularly equality of decision makers’ behaviour in decision making process (Folger, 1977). Interpersonal behaviour includes the trust in relationship and individuals’ treatment with humbleness and respect. Suitable enacting of procedures is defined for justifying a decision with five behaviours: inadequate attention to employees’ data, preventing personal bias, harmonic use of decision making criterion and the on time feedback. These factors have an important role in employees’ perception from equality, admitting the decisions and tendency towards the organization. The Interactional Justice has two dimensions: the interpersonal dimension which shows that the behaviour must be polite and respectful. When the managers have encounters with subordinate individuals they must show a trusted and respectful behaviour and the second dimension is social expectations and responsibilities. By justifying individuals sufficiently, the tolerance capacity of individuals from an unfair result will be increased (Bies and Moag, 1986).
1.2.2. Organizational Citizenship Behavior

The terms which have been used in recent decades to explain Organizational Citizenship Behaviour is stated as: social behaviours, extra-role behaviours and organizational spontaneous and field performance. Even though each of these concepts has had different resource, but they generally refer to similar concept which are classified in this essay under the title of Organizational Citizenship Behaviour, And it means, those activities which are related to the role of individuals in organization, that are performed beyond the expectation duty and job description by individuals and even though the official reward system of organization doesn’t diagnose such a behaviours, but they are affective for good performance of organization (Chegini, 2009).

Organ believes that Organizational Citizenship Behaviour is an individual and voluntary behaviour, which has not been designed directly by official reward systems, despite this, it causes promoting in effectiveness and efficiency in organization’s performance. For example, an employee may not need overtime work or staying at work place lately, but despite this, he will stay in organization more than his official time work, in order to improve the current affairs, and facilitate the work current of the organization and help the others. These behaviours are beyond the individual’s job description and are performed optionally or voluntarily by individuals in order to improve activities and fulfilling the organizational goal’s acquirement (Organ, 1988).

Graham believes that Organizational Citizenship Behaviour is shown in three types which is included Organizational Obedience, Organizational Loyalty and Organizational Participation and Organ expresses that Organizational Citizenship Behaviour consists of five dimensions and is explained briefly in the following:

1.2.2.1. Conscientiousness

Conscientiousness dimension is a state that members of organization perform special behaviors, and act beyond the minimum level of needed duty for that task or, in the other word, the individuals who possess progressive citizenship behaviour, pursue their work in the worst conditions and even in illness and weakness status, which is the sign of their high dutifulness (Graham and Richard, 1994).
1.2.2.2. Courtesy

The Second dimension is Courtesy which implies the beneficial and useful treatments such as intimacy, sincerity and compassion between colleagues who help directly or indirectly the other employees who have work’s problems (Organ, 1998). But some of the citizenship behavior researchers like Padsakoff set the humanism and duteousness dimensions in the same level and express them as helping behavior (Padsakoff, et.al, 1998).

1.2.2.3. Civic Virtue

The third dimension of Organizational Citizenship Behaviour which is called Civil Virtue includes behaviours such as presenting in extracurricular activities when presentation is not necessary, protect the presented development and changes by managers of organization, tendency to study books and magazines and increase the general information and accentuate to notice and poster affixing and poster in organization in order to inform others (Graham and Richard, 1994). Therefore, a perfect Organizational Citizenship should be aware of the topics of organization as well as expressing ideas about them and participate actively to solve the problem.

1.2.2.4. Sportsmanship

Sportsmanship is the fourth dimension of Organizational Citizenship Behavior that is implying to being patient against desirable and favourable situations, without any objection and complaint (Graham and Richard, 1994).

1.2.2.5. Altruism

The last dimension of Organizational Citizenship Behavior is a respectable reverence of organization. This explains the way of individuals’ treatment with colleagues, supervisors and addressees of organization. The Individuals who are treated respectfully and reverent with others possess the progressive citizenship behavior. Organ, after counting these dimensions indicated that the organization reminds that all Organizational Citizenship Behavior dimensions may not appear together simultaneously, for example, the individuals who are thought possess duteousness dimension may not be always humanitarian or devoted, or some of these
dimensions like humanism and duteousness are a tactic to put organization’s managers under pressure (Organ, 1988).

This research will certify that organizational behaviour is a variable that predicts so many other organizational variables. One of the most important consequences of Organizational Justice that has been considered recently is Organizational Citizenship Behaviour (clubbed) with its domain.

1.3. Significance and Importance of the Study

Nowadays, post modernity, the organizations are unique like human finger prints, the environment does not have any stability and the limit has become less and more people have started participating in the work of organization (Talebpour, 2001). In these conditions the organization need making logical structural pattern’s and interaction of all organizational groups until they can bring a stable behavioural atmosphere till in this atmosphere the managers have more security when they face the factors of the environment. The complete dominated evolving conditions of organizations, competition soaring and the necessity of their effectiveness in such a situation have revealed their needs to valuable generation of employees more than before, a generation which is called organizational soldiers. Undoubtedly these employees are the means of distinction between effective and non-effective organizations since they consider the organization as their homeland and overact beside their officials roles they don’t spare any effort for fulfilling its goals (Colquitt, et.al, 2005).

Today, the voluntary, over-expected, effective efforts are considered as behaviours beyond the main role or Behaviours of Organizational Citizenship (Russell and Robert, 2007). The majority of managers are demanding the employees who overdo rather than their mere jobs’ duties. They are in the search of employees who go beyond the expectations and show behaviours which are not considered as their official jobs’ duties on their desire; they generally possess great Organizational Citizenship Behaviour. Such behaviours (according to role or beyond the role) are shaped on the basis of perception of reality not the reality itself. In this case if the individuals’ perceptions of reality are based on moral and justice, the role behaviour or Organizational Citizenship Behaviours will be appeared (Bateman and Organ, 1983).
In fact, organizational behavior indicates showing importance to employees. In these cases, the employees dedicate themselves to their organization, and there causes a mutual dedication between the employees and their organization, and so the employees show the Organizational Citizenship Behavior. So the results of this research can be helpful for the managers of organizations as a motivational instrument; so that they can motivate the employees to help their organizations and encourage them in having more cooperation (Moorman, 1991).

The study will provide useful information to educators who are charged with preparing business and behavioural curriculum and to training and development managers in corporations who are concerned with developing their employees’ soft skills. Despite the increase in attention given to the study of workplace commitments, there still appears to be considerable confusion and disagreement about what commitment is where it is directed, how it develops and how it affects behaviour. Thus, this study tries to look at the impact of Organizational Justice towards the development of commitment among academicians in a higher leaning institution. Additionally, and perhaps foremost with regards to corporate managers, results of this study might provide helpful information in the selection and interview process for potential team members and new employees. Incorporating the use of hypothetical workplace scenarios (such as those developed for this study) in candidates’ interviews will provide some insight into how the potential employees will react in certain situations and their ability to act as good organizational citizens and team members.

However, to achieve the educational ends, requires optimum use of the financial funding, human resources and facilities (Fournier, 2008). But dynamics of education system depends on different elements including highly satisfied, obligated and loyal employees closely involved with their job. This way in a dynamic and healthy atmosphere using their capabilities, they try to keep higher efficiency and better performance in this cultural organization. Therefore, this organization has always made an attempt to look after the employees and members properly, because their attitudes are correlated with the behaviours important to the organization (Greenberg, 2004). If these attitudes are defined obviously and at the educational districts a clear comparison between these factors are obtained, the manager can achieve helpful information concerning the decisions which must be made about these staff. Otherwise, studying the researches on organizational behaviour, including
Organizational Justice and Organizational Citizenship Behaviour indicate its importance at the level of organizations. It is hoped that by identifying the number of Physical Education administrators and experts in Organizational Justice and its approaches and also review the amount of equity in sports organizations. The more fundamental way from the very important issues and resolving problems, increase efficiency and effectiveness of managers and sports experts, This can show the result in the development of comprehensive sports, production of knowledge in this area, positive consequences of justice and satisfaction, work commitment and participation of civil behaviour and consequently a subset of individuals seeking sports organizations to actually be useful.

Till now, no research has been done at the level of society, especially student sport society of Iran and India. The researcher believes that the status of Organizational Justice and Organizational Citizenship Behaviour in Educational Institutions of Sport can be different from other organizations due to the nature of sport. Nowadays, sports organizations need justice, equality, voluntary service, and partnership because of so many desires and holding crowded conferences – like Olympic Games gatherings, Asian Games, Commonwealth Games etc, to bring out the ability, skills and the justice of the respective countries and the respective society and the respective community as well.
1.4. Research-Main Goals

The main goal of this study is to investigate the process of Organizational Justice in Organizations and its relationship with the Organizational Citizenship Behavior and also compare this variable in the field of Staff, Members of faculty and Management of department of Physical Education in Iran and Maharashtra of India.

1.5. Objectives of the Study

1) Measuring and evaluating the quantity of Organizational Justice in Iran and Maharashtra of India with respect to the three dimensions:
   1. Distributional Justice
   2. Procedural Justice
   3. Interactional Justice

2) Measuring and evaluating the quantity of Organizational Citizenship Behavior in Iran and Maharashtra of India with respect to the five dimensions:
   1. Conscientiousness
   2. Sportsmanship
   3. Civic Virtue
   4. Altruism
   5. Courtesy

3) Analyzing and explaining the relationship of the following variables from Iran and Maharashtra of India among:
   1. Organizational Justice and Organizational Citizenship Behavior
   2. Dimensions of Organizational Justice and Organizational Citizenship Behavior
   3. Dimensions of Organizational Citizenship Behavior and Organizational Justice
   4. Organizational Justice and Demographic Variables
   5. Organizational Citizenship Behavior and Demographic Variables

4) Analyzing and examining the comparison of the following variables among the Scope of Staff, Members of Faculty and Management in Iran and Maharashtra of India between:
   1. Organizational Justice with Demographic Variables
   2. Organizational Citizenship Behavior with Demographic Variables
   3. Organizational Justice and Various Dimensions
   4. Organizational Citizenship Behavior and Various Dimensions
1.6. Hypothesis of the study

**H1. There is a significant correlation between Organizational Justice and Organizational Citizenship Behaviour in Iran and Maharashtra of India.**

- H1.1. There is a significant correlation between Distributional Justice with Organizational Citizenship Behaviour and Various Dimensions in Iran and Maharashtra of India.
- H1.2. There is a significant correlation between Procedural Justice with Organizational Citizenship Behaviour and Various Dimensions in Iran and Maharashtra of India.
- H1.3. There is a significant correlation between Interactional Justice with Organizational Citizenship Behaviour and Various Dimensions in Iran and Maharashtra of India.
- H1.4. There is a significant correlation between Various Dimensions of Organizational Citizenship Behaviour and Organizational Justice in Iran and Maharashtra of India.
- H1.5. There is a significant correlation between Demographic Variables and Organizational Justice in Iran and Maharashtra of India.
- H1.6. There is a significant correlation between Demographic Variables and Organizational Citizenship Behavior in Iran and Maharashtra of India.

**H2. There is a significant difference in Organizational Justice and Organizational Citizenship Behaviour between Iran and Maharashtra of India.**
1.7. Assumptions of the Study

Since the researcher has collected data by attending the entire population, the following assumptions were made:

1) As the respondents and participants were from different countries and culture, the questionnaire was so designed as to be comprehensible.

2) Considering that every respondent would have to answer two questionnaires, the number of questions would not affect the responses and opinions.

3) In the opening page the questionnaire asked respondents to be trustful and respond honestly to questions.

4) Researcher used the most reliable statistical methods for data analysis.

1.8. Delimitations of the Study

As the scope or area of investigation was very vast and due to the unavailability of resources the researcher has decided to delimit this study to the following:

1) The area of study was delimited to Physical Education Departments in Iran and Maharashtra of India.

2) The scope of study was delimited to three groups that is Scope of Management, Members of faculty and Staff of Physical Education Department having minimum 2 years of experience.

3) The scope of study was delimited to the selected major variables of Organizational Justice and Organizational Citizenship Behaviour.

4) The study was delimited to the information provided by all the employees of Department of Physical Education in Iran and Maharashtra of India.
1.9. Limitations of the Study

This study has several limiting factors:

1) Measurement of the variables of Organizational Justice and Organizational Citizenship Behaviour are all based on perception and attitude of participant through a self-reported questionnaire. No prior evaluation, manager feedback, or actual behaviour on this variable was observed. Thus, some potential sources of error might exist in the data set.

2) All respondents in this study worked for the same place that is Department of Physical Education. Therefore, the findings cannot be generalized to other departments.

3) State of mind of the subjects was considered as a limitation of the study.

4) The final limitation is concerned with correlation and causation - correlation obtained in a relationship study which could not establish. Cause-and-effect relationship among the variables that are correlated. Therefore causation cannot be confirmed to have a significant association among variables.

1.10. Definition of Important Terms

1.10.1. General Definitions

Organizational Justice: is a term for describing the function of justice, which is directly related to occupational position. In Organizational Justice, it is particularly stated how one should move with the employees so that they feel that they are encountered equally (fairly) (Moorman, 1991).

Organizational Citizenship Behaviour: is a kind of behaviour committed by an employee in order to help colleagues or organization, and it is not included in the range of official duties of a job (Organ, 1998).

Management: is effective and efficient deployment process of human and financial resources in planning, organizing, mobilizing, guidance and control for achieving organizational goals.

Members of faculty: members of a particular profession regarded as a body; a group of persons entrusted with the Government and tuition in a college or University.
Staff: A group of persons, as employees, charged with carrying out the work of an establishment or executing some undertaking and group of assistants to a manager too.

1.10.2. Operational Definitions

Organizational Justice: In this study, Organizational Justice means, the score earned of questionnaire Organizational Justice with respect to Distributional Justice, Procedural Justice and Interactional Justice.

Organizational Citizenship Behaviour: In this study, Organizational Citizenship Behaviours means, the score earned of questionnaire Organizational Citizenship Behaviour with respect to Conscientiousness, Courtesy, Altruism, Sportsmanship, and Civic Virtue.

Management: A group of professors including HOD, Assistant HOD, Professor, Principal, Vice chancellor who directly manage the effective and efficient education of Department and College of Physical Education.

Members of Faculty: A group of teaching members in a particular profession in Department of Physical Education regarded as a body; a group of persons entrusted with the government and tuition in a college or university.

Staff: A group of persons, as employees, charged with carrying out the work of an establishment or executing some undertaking and group of assistants to a manager too in Department of Physical Education.
References


