Chapter V
Discussion, Conclusions and Recommendations

Initially, this chapter provides a summary of results of research and then with focused on the background of accomplished researches in this field; the researcher discussed and interpreted the findings. In conclusion, in order to go for further researches and investigations, some aroused suggestions from research and some recommendations for other researchers will be rendered. Therefore, with attention to this point that the discussion and comment on the strengths and weaknesses of research findings require the comparison of these findings with similar findings, so it is essential to compare this research with the previous studies. At least according to researcher’s studies, no research has been done ever in connection with Organizational Justice and Organizational Citizenship Behaviour, is not accomplished in the University and higher educational institutions, especially Colleges and Departments of Physical Educations. Thus, with the consideration of this point, direct comparison of results of these studies with similar results was impossible and this comparison is going to be done with great precautions.

5.1. Discussion
The present study from the aim point of view is functional and it is descriptive-correlation from the method view of data collection and it is causal-comparative due to the relation between research variables. The statistical population in this research contains all Colleges and Departments employees of Physical Education in Iran and Maharashtra State of India. According to the size and access to the statistical population in module of Iran 201 people and in module of Maharashtra of India 108 people were selected as the sample size. In order to collect data, the three questionnaires (Demographic Information, Organizational Justice and Organizational Citizenship Behaviour) have been distributed. In the present research, Nonparametric Kruskal-Wallis H Test was used in order to compare the averages of three groups (Management, Members of Faculty and Staff), (P<0.05). When the Kruskal-Wallis test finds expression, Mann-Whitney U test was utilized to determine these two groups which are related to each other, the test of Mann-Whitney was used for
comparing the two Iranian and Indian groups. To determine the relationship between Organizational Justice and Organizational Citizenship Behaviour, Pearson Correlation Coefficient was used; also relationship between these two variables and Demographic Information, Pearson Correlation Chi-Square was used. All these tests are performed with the use of the version 17 of S.P.S.S statistical pack.

Description of data indicates that in module of Iran, Mean and Standard Deviation of Age was M= 39.30, SD=8.12, that among 201 participants 71.6% Male (144) and 28.4% Female (57), and in module of Maharashtra in India, Mean and Standard Deviation of Age was M= 39.42, SD=9.75, that among the107 participants 71% Male (76) and 29% Female (29) was obtained. On the whole, Mean of Age in module of Maharashtra was higher than Mean of Age in module of Iran, also results of Educational Qualification shows that 20.9% have a Basic Education and 79.1% have a Doctorate and Higher Education that among these participants, 71.6% have their education in the field of Physical Education and 28.4% have their education in Other Fields, but in module of Maharashtra in India 28% have a Basic Education and 72% have Doctorate and Higher Education that among these participants, 74.8% have their education in the field of Physical Education and only 25.2% have their education in Other Fields. In analyzing the results, it can be stated that both module of Iran and Maharashtra of India have a suitable working environment and employees are young and efficient with expertise in the field of Physical Education. Moreover, it can be ratiocinated that having expertise in Physical Education and sport field and related work to Department of Physical Education can be an effective element in inducing interest in work and tendency to put more effort in organization.

Regarding this research which has been conducted in both societies in India and Iran, results of it can be useful as a tool for sharing among the Directors and Heads of Educational Institutions related to Physical Education and sport. The results of this research have showed that the Score of Organizational Justice as Mean and Standard Deviation among three Scope that are Staff, Members of faculty and Management in the module of Iran was M= 66.43, SD=6.91 and among three scopes such as Staff, Members of Faculty and Management in the module of Maharashtra of India was M= 65.91, SD=11.35. For this, the minimum Score was 19 and the maximum Score was 85. It can be noticed that Mean of Organizational Justice in both populations was moderate and just above average level. Although the results indicate the appropriate and adequate
condition of Organizational Justice in Department of Physical Education in Iran and Maharashtra of India, the results indicate that in module of Iran, the Members of Faculty had the maximum Mean of perception of Organizational Justice and Staff was comparatively low. The Score was obtained from the three Dimensions of Organizational Justice; Scope of Management had got the best score in Organizational Interactional and also Members of Faculty in Organizational Distributional and Organizational Procedural, where as in the module of Maharashtra, the Scope of Management had the most Mean of perception of Organizational Justice related to Members of Faculty and staff. Among the three Dimensions of Organizational Justice, Scope of Management had got the best Score in Organizational Interactional, Organizational Distributional and Organizational Procedural. But the comparison between Mean of Organizational Justice in Iran and Maharashtra, module of Iran had a little higher perceptions of Organizational Justice in comparing with Maharashtra.

Also score of Organizational Citizenship Behaviour among three Scopes of Staff, Members of Faculty and Management in module of Iran and Maharashtra of India indicate that Mean and Standard Deviation in module of Iran was $M= 95.76$, $SD=9.39$ and in module of Maharashtra in India was $M= 94.67$, $SD=9.99$, as the minimum Score was 24 and the maximum Score was 120. It can be noticed that Mean of Organizational Citizenship Behaviour in both populations which was medium and just above average level. Although the results indicate the adequate and suitable condition of Organizational Citizenship Behaviour in Department of Physical Education in Iran and Maharashtra of India, the results indicate that in module of Iran, the Scope of Staff had the maximum Mean of Organizational Citizenship Behaviour and Scope of Management had the minimum. The Score was obtained from five dimensions of Organizational Citizenship Behaviour; the Scope of Staff had got the best Score in Sportmanship, Altruism and Civic Virtue and also Members of Faculty in Conscientiousness and Scope of Management in Courtesy. At the same time, in module of Maharashtra, the Scope of Members of Faculty had the best Mean of Organizational Citizenship Behaviour and Scope of Management had the minimum. The Score was obtained among five dimension of Organizational Citizenship Behaviour; the Scope of Members of Faculty had higher Score in Conscientiousness, Civic Virtue and Courtesy, Scope of Staff in Sportmanship and also Scope of Management in Altruism. The results also indicate that the comparison of Mean of
Organizational Citizenship Behaviour between Iran and Maharashtra, in the module of Maharashtra which had a higher Behaviour of Organizational Citizenship comparing with Iran, but regarding the importance of role of Organizational Justice, its effect on Organizational Citizenship Behaviour was as a motivational tool. So fairness in behaviour, accomplishment and fulfilling of justice, increases the responsibility and the commitment of employees in the organization, persuade them for their effort in creating some innovative ideas or bring some innovative suggestions to pave a way for great success to the organization to reach the winning post to benefit employee community with the profit of organization with the employees maximum effort, so that the employees would stay in the respective organization permanently.

5.1.1. Testing the hypothesis

**Hypothesis 1**: There is a significant correlation between Organizational Justice and Organizational Citizenship Behaviour in Iran and Maharashtra of India.

The results of the data analysis show that there was a significant correlation between the Organizational Justice and Organizational Citizenship Behaviour in module of Iran $P=0.000$, $r = 0.771$, and module of Maharashtra in India $P=0.000$, $r = 0.470$, were respectively. The result indicates that between Organizational Justice and Organizational Citizenship Behaviour a mutual relationship was confirmed, it means, there exists a positive and meaningful significant relationship between employees and organization in which they are working. Based on Organizational Justice theory prediction that employees react to presence or absence of justice in the workplace, Presence of Organizational Justice in organization illustrates the importance of employees to their organization and presence of Organizational Citizenship Behaviour illustrates the importance of organizations to employees, one of these reactions what Ishak and Alam (2009), have referred to increased belongings and involvement to the organization. The result of this study shows that, Organizational Justice has a Positive and significant correlation with Organizational Citizenship Behaviour. These findings, particularly with research results Cheladurai and Hums (1994), Greenberg and Baron (2003), Jordan and Turner (2007) and Raminmehr and Ahmadi (2007) are coordinated and consistent. But the research result Talebpour and Bidgoli (2010) and Wat and Shaffer (2005), are opposed and contrary.
The results of the data analysis indicate that among the Distributional Justice, Procedural Justice, Interactional Justice, had significant correlation with Organizational Citizenship Behaviour in module of Iran and Maharashtra of India. It means that there exists a positive and meaningful significant relationship within Various Dimensions of Organizational Justice and Organizational Citizenship Behaviour, which are in direct proportion in all aspects. According to the hypothesis test, the existence of Distributive Justice causes indication of Organizational Citizenship Behaviour; it means that, judgment and understanding of individuals’ outcomes of fair distribution such as levels of payment or promotion opportunities make individuals work beyond their duty time without any expectation and also the organization never pays them in return. In general, if the perception of fairness in the way of distribution of resources improves in staff on average, Organizational Citizenship Behaviour will also be improved in them.

Moreover, the staff members who consider the Procedural Justice with Organizational Citizenship Behaviour to have positive effect and significance; it means that, in employees’ view justice requires adoption of fairness procedures. It means that, apart from the base and content of the rules that must be fair, the process that will result in justice should also be fair. Justice and fairness perception in procedure cause voluntary behaviours of staff members and responsibility, and the rules and conditions of organization should provide equal opportunity in order to gain promotion and success for all. In other words individuals have more expectation in organization with consideration of fairness, understanding of Procedural Justice and take steps to improve the productivity of organization. Also Interactional Justice and individual perceptions of friendship, courteousness and respectful behaviour of employees and principals have a positive effect and significance in Organizational Citizenship Behaviour. It means that if the employees evaluate principals’ behaviour and comparing that with others and also with them fairly and judiciously, they will indicate more responsibility and preciousness, and they would participate more in related affairs of organization and put a lot of effort in order to achieve the goals of organization in an effective way. Regarding this, Niehoff and Moorman (1993), Organ and Konovsky (1998), and also Fournier (2008), Stated that among the Various Dimensions of Organizational Justice with Organizational Citizenship Behaviour there is a meaningful significant relation, but Raminmehr and Ahmadi (2007), stated
only among the Distributional Justice and Interactional Justice with Organizational Citizenship Behavior, and Mojahed and Moghimi (2009), indicated only between Interactional Justice and Organizational Citizenship Behaviour, found a correlation significant among these variables.

The results of the data analysis show that there was a significant correlation among the Various Dimensions of Organizational Justice and Various Dimensions of Organizational Citizenship Behaviour in module of Iran and Maharashtra of India. But there was not a significant correlation between Distributional Justice and Altruism in module of Iran and Distributional Justice and Procedural Justice with Conscientiousness in module of Maharashtra in India. The results of testing this hypothesis indicate that among the three dimensions of Organizational Justice and Sportsmanship, Civic Virtue, Altruism and Courtesy, relatively have a strong bond. The results emphasize that when the employees recognize justice in reward and payment distribution system and believe that they are paid by considering their level of proficiency and skill, the work ethic, humanism, the sportsmanship will be increased, and in the same way, whoever believes that the individual promotion policy is based on equality and justice, he or she feels more satisfaction in his/her work and criterion of responsibility and spontaneous behaviour will increase in them. But about the lack of association among the Distributional Justice and Procedural Justice with Conscientiousness, it can be related to, imbalanced and extra job duties to individuals, and receiving inappropriate response by principals in return to their efforts and also there is ambiguities and different perception in unequivocal payment and promotion system. Thus, when procedural and distributive justice is equal and without bias and is based on moral and ethical norms, the circumstances for having more responsibility and voluntary service will be created. These results are coordinating with the research by Schminke et al (1997), Moorman (1991), but opposed with research by Cheladurai and Hums (1994), Greenberg (2004), and Fournier (2008).

The results of the data analysis also showed that there was a significant correlation among the Various Dimensions of Organizational Citizenship Behaviours and Organizational Justice in module of Iran and Maharashtra of India. The result indicate that between Various Dimensions of Organizational Citizenship Behaviour and Organizational Justice a mutual relationship was confirmed, it means, there exists a positive and meaningful significant relationship between voluntary behaviour of
employees and perception of justice in which they are working. According to individuals’ job and their proficiency, if the amount of salary is fair, then it will bring forth the responsibility and voluntary behaviour from the employees. The main key in linking with the consent of the rights, interests, satisfaction and attachment of individuals with their salary does not usually correlate with the wages that the employee receives, but is in pawn of understanding or perception of individual who has observed fair and justice in the organization. On the other hand, since, responsibility to organization is a voluntary behaviour and is more affected by interaction and treatment of employees and supervisors, so when the employees are treated fairly by supervisors and they make acceptable relation with staff members, consequently, the criterion of responsibility and spontaneous behaviour increase in them.

**Hypothesis 2**: There is a significant difference in Organizational Justice and Organizational Citizenship Behaviour between Iran and Maharashtra of India.

In this study, for comparing the Organizational Justice among the Staff, Members of Faculty and Management in module of Iran and Maharashtra of India, based on the results in module of Iran, there was statistically no significant difference in Mean Rank of the Organizational Justice, Procedural Justice and Interactional Justice, but in Mean Rank of the Distributive Justice, there was statistically a significant difference among the three scopes. While comparing the Mean Rank of the Distributional Justice among the three scopes of this study, it was observed that significant difference in Scope of Members of Faculty was less than the Scope of Management, and also in module of Maharashtra of India, there was statistically no significant difference in Mean Rank of the Organizational Justice, Distributive Justice and Interactional Justice, but in Mean Rank of the Procedural Justice, there was statistically a significant difference among the three scopes. While comparing the Mean Rank of the Procedural Justice it was observed that significant difference in Scope of Members of Faculty was less than Scope of Management.

The results emphasize that among the three scopes of Iran and Maharashtra in India there was no distinct perception of Organizational Justice and Interactional Justice and similar perception of Distributive Justice and Procedural Justice, In other words, all employees are working in Department of Physical Education have the poor
realization of the Organizational Justice and Interactional Justice relativity, Distributive Justice and Procedural Justice in their work place. According to this matter that these result expresses such a point that the Physical Education Departments’ employees due to the provided averages, have inappropriate and poorer understanding regarding the work unit and the cooperation quality in communicating with the colleagues and supervisors; yet, they have a proper and high comprehension from organization’s understanding and adopted policies regarding to resources’ distribution and the fair modules of wages and payment benefits. Folger and Cropanzano (1998), and Colquitt (2002), believed that the distribution of justice in organization has resulted in creating good conditions for both managers and employees and Mortazavi (2007) found significant difference in case of Organizational justice between Members Faculty with employees, but research by Fournier (2008) did not find significant difference between employees and supervisor in University environment.

For comparing the Organizational Citizenship Behavior among the Staff, Members of Faculty and Management in module of Iran and Maharashtra of India, based on the results in module of Iran, there was statistically no significant difference in Mean Rank of the Organizational Citizenship Behavior and Civic Virtue, but in Mean Rank of the Conscientiousness, Sportsmanship, Altruism and Courtesy, there was statistically a significant difference among the three scopes. While comparing the Mean Rank of the Conscientiousness and Altruism, it was observed that significant difference in Scope of Staff was more than the Scope of Management and Members of Faculty, and also in Mean Rank of the Sportsmanship and Courtesy. It was observed that significant difference in Scope of Management was more than Scope of Staff and Members of Faculty. The results emphasize that there was no distinct perception of Organizational Citizenship Behavior and Civic Virtue that had rather same and similar perception of Conscientiousness, Sportsmanship, Altruism and Courtesy, among the three scopes. In other words, all employees are working in Department of Physical Education have realized about Organizational Citizenship Behavior and Civic Virtue relativity, Conscientiousness, Sportsmanship, Altruism and Courtesy in their work place poorly. This result can be due to employees’ voluntary, over-expectation, effective efforts which are considered as behaviors beyond the main role or extra- role in Department of Physical Education in Iran.
But in module of Maharashtra in India, among the three scopes, there was statistically a significant difference in Mean Rank of the Conscientiousness and Civic Virtue. While comparing the Mean Rank of the Conscientiousness and Civic Virtue it was observed that significant difference in Scope of Members of Faculty was more than Scope of Staff and Management. The results indicate that there was no distinct perception of Organizational Citizenship Behaviour, Sportsmanship, Altruism and Courtesy; on the contrary which was the same and similar perception of Conscientiousness and Civic Virtue was observed among the three scopes. In other words, all staff members who are working in Department of Physical Education have the poor realization of Organizational Justice and Interactional Justice relativity, Distributive Justice and Procedural Justice in their work place. Besides, the outcomes express that the Faculty Members have grasped higher average of active participation and Spontaneous understanding in comparing with employees and managers. These outcomes could be due to this fact that the universities are a purely educational environment and the adopted policies and decisions are more educational oriented. In such an environment, the Members of Faculty feel more job security and the organization focus on their demands in a higher level for creating a desirable educational environment. In this situation, individuals can play their roles with quality and quantity and also be faithful as an Organizational Citizenship expert and are committed to all values and ideas of organization in order to meet the expectations of the organizations. These results are coordinating with the research by Organ (1998), Jordan (2007), Chegini (2009), Russell and Robert (2007), but opposed with research by Mcfarlin (1992), and Falahi (2004).

For analyzing the Organizational Justice and Organizational Citizenship Behaviour among the Scope of Staff between module of Iran and Maharashtra of India, it was observed that there was statistically no significant difference in Mean Rank of Organizational Justice, Distributional Justice, Procedural Justice, Interactional Justice and Sportsmanship among the Scope of Staff in module of Iran and Maharashtra of India. In other words, among the Scope of Staff in Department of Physical Education in Iran and Maharashtra of India have a poor realization and there was no distinct perception of Organizational Justice, Interactional Justice, Distributive Justice and Procedural Justice in their work place. The reason can be due to the wrong view the scope of Staff has about fairness in justice, which need to have fair
procedures to them, and another reason, due to the policies of the organization which pushed the employees away from the basic circle of organization. The staff members expect the fair treatment for all of them from the management, and the rules and regulations should have fair implementation among all the staff members without any discrimination. Thus according to them the result will be having the justice, but the negative perceptions about the way the policy is towards the distribution of facilities and sense of discrimination in the payment of wages and benefits in comparing Scope of Members of Faculty with Management, and also lack of creating a suitable atmosphere for promoting themselves to the upper grade.

But it was observed that there was statistically a significant difference in Mean Rank of Conscientiousness, Civic Virtue, Altruism, Courtesy and Organizational Citizenship Behaviour among the Scope of Staff in module of Iran and Maharashtra of India as well. In other words, among Scope of Staff in Department of Physical Education in Iran and Maharashtra of India the existence of having accurate realization and similar understanding of Conscientiousness, Civic Virtue, Altruism, Courtesy and Organizational Citizenship Behaviour in their work place is visible. These results can be due to stable work environment and organizational climate desirable, appropriate work division which consider the individual’s characteristics and personality, balanced job duties and receiving appropriate response by Heads and Principals of Physical Education Department in return to their efforts, and another reason due to recognition and acceptance of organizational goals, in respect with organizational rules and the tendency to involve in favour of the benefit for the Department of Physical Education and also fulfilling the responsibilities by considering the profit for organization defense and support. Niehoff and Moorman (1993), and Greenberg (1993), believe that the staff members who feel inequality, response to this inequality by negative reaction like refusal of putting effort, low activity and weak Organizational Citizenship Behaviour and in this crisis resigning from work. These results are coordinating with the research by Williams and Anderson (1991), and Taylor (2005), but opposed with research by Mcfarlin (1992), and Mojahed and Moghimi (2007).

For analyzing the Organizational Justice and Organizational Citizenship Behaviour among the Scope of Members of Faculty between module of Iran and Maharashtra of India, it was observed that there was statistically no significant
difference in Mean Rank of Procedural Justice, Interactional Justice, among the Scope of Members of Faculty in module of Iran and Maharashtra of India. In other words, among Scope of Members of Faculty in Department of Physical Education in Iran and Maharashtra of India, they have poor realization and there was no distinct perception of Interactional Justice and Procedural Justice in comparing Distributive Justice with Organizational Justice in their work place. This can be because of the absence of clear policies about equality in reward and facility based on Organizational performance and lack of regular relationship between employees and the principals; it can be due to receiving inappropriate response by principals in return to their efforts, the low level of communication in the workplace and the negative interaction between Members of Faculty and Principals in Physical Education Departments. But in the case of Distributive Justice and Organizational Justice that there was statistically a significant difference among the three scopes and these outcomes could be due to this fact that the universities are a purely educational environment and the adopted policies and decisions are more educational oriented, besides, the distribution and promotion practices are evaluated more based on educational performance and the individual’s way of success in educational terms and can due to ensure the confidence of employee’s planner and decision makers about clear policies of the organization in resource allocation.

And also it was observed that there was statistically a significant difference in Mean Rank of the Conscientiousness, Civic Virtue, Altruism, Courtesy and Organizational Citizenship Behaviour among the Scope of Members of Faculty in module of Iran and Maharashtra of India. In other words, among Scope of Members of Faculty in Department of Physical Education in Iran and Maharashtra of India, they have accurate realizing and there was similar and same perception of the over role and spontaneous behaviour. These results emphasize that the approach adoption and Organizational Citizenship Behaviour procedure in Departments of Physical Education in Iran and Maharashtra and shift in the form of global citizenship beside capabilities and abilities of individuals in organization depend on various components. Currently, the difference between voluntary and compulsory co-operations of staff Members is very important to Departments of Physical Education. The Departments are not able to develop their effectiveness without voluntary willingness of individuals. In the compulsory form, the individual performs his duties
according to the regulation and rules and acceptable standards of organization and only perform in the frame of requirements. But, in voluntary cooperation, this matter is raised beyond the duty of individuals’ efforts; energy and perception in favour of benefit of the company by inflorescence their abilities. In this form, individuals ignore their personal interest and give priority to having responsibility in favour of other’s interest. William Fournier (2008) indicated that, researches about Organizational Justice and Organizational Citizenship Behaviour in an Environment of University, explain most important of the behavioural consequences. So Perceptions of staff especially faculty members from fairness in behaviour, utterance and disposition of supervisor and procedures of resource allocation and organizations’ rewards will be affective on responsibility and faithfulness of the faculty members in order to fulfil eminent ambitions of organization. These results are coordinating with the research by Scandura (1999), Chegini (2009), and Deluga (1994), but opposed with research by Mcfarlin (1992), Talebpour and Ranaei (2010), and Mohony and Hums (2006).

For analyzing the Organizational Justice and Organizational Citizenship Behavior among the Scope of Management between module of Iran and Maharashtra of India, it was observed that they have a poor understanding and there was no distinct perception of Organizational Justice, Distributive Justice, Interactional Justice and Procedural Justice in their work place.

This result can be due to ambiguity in a perceived equality out of allocated resources decisions like level of payment to other administrators, promotion opportunity in an organization and budget allocation to different sectors. Managers like fair and unequivocal payment and promotion system, the justice behaviour is a demand of all the managers from organization where they spend their time and energy, and the organization should try its best to fulfil this important work by considering this as a main priority. In this way, by increasing managers’ participation in making decisions and create effective elements to make these decisions, and also by adding related information to these made decisions and interpretation of policies and procedures of facilities and distribution of sources in order to enhance the awareness and understanding, these managers of organization look for the fulfilment of their aims in pawn of their organizations’ goals of achievement.

And also it was observed that there was statistically a significant difference in Mean Rank of Sportsmanship and Courtesy among the Scope of Management in
module of Iran and Maharashtra of India. In other words, among Scope of Management in Department of Physical Education in Iran and Maharashtra of India, they have accurate realizing and there was similar and same perception of the respect and reverence with colleagues and having a lot of patience against undesirable and unfavourable situations, without any objection and complaint. This loyalty to organization, is different from loyalty to other individuals and organizational parts, and expresses the amount of manager’s devotion in organizational profits and support of organization. This result can be due to managers who accept organizational structures, in respect to organizational rules and regulations and devote themselves in the way of organizational goals and protection of these goals and also have active cooperation in affairs of organization. Jordan and Turner (2007) believe that, the success of organization, especially educational organization is in pawn of performance of creative, motivated and satisfied managers, who are informed about organization’s objectives in order to fulfil their demands, try to achieve this significance. The results of this study are coordinating with the research by Niehoff and Organ (1993), Podsakoff and MacKenzie (1998), but opposed with research by Liden and Maslyn (1998), and Mortazavi (2007).

5.2. Conclusions

Consistency and viability of each system and Educational Institution is in pawn of consolidated union between its component elements. This unification is influenced by the justice observation on that system. The appraisal of individual’s response about whatever they get by working in organization, in contrast to whatever they present to organization has been the subject of this thesis on the domain of Organizational Justice and Organizational Citizenship Behaviour. The justice behaviour was a demand of all the employees from organizations where they spent their time and energy, but voluntary and spontaneous behaviour were a demand of organizations from employees that overact beside their officials roles they do not spare any effort for fulfilling its goals. At the present, the majority of Physical Education Organizations are demanding the employees who overdo rather than their mere job duties. They are in the search of employees who go beyond the expectations and show behaviours which are not considered as their official job duties on their desire.
Investigation of results in this study repeatedly indicated that Organizational Justice is one of the important introductions to achieve the Organizational Citizenship Behaviour. One of the prominent consequences of Organizational Justice is Organizational Citizenship Behaviour and its various dimensions; that Procedural Justice and Interactional Justice have more influence on Organizational Citizenship Behaviour. Since interaction of staff members with supervisors and also with each other in any circumstances is more related to Interactional Justice, so it can be expected that employees evaluate them impartially, with great faith on their supervisors just because of Interactional Justice, therefore, staff have more interest in working with them and thus they will put more effort in their organization. On the other hand, since, responsibility to organization is a voluntary behaviour and is more affected by interaction and treatment of employees and supervisors, so when the employees are treated fairly by supervisors and they make acceptable relation with staff members, consequently, the criterion of responsibility and spontaneous behaviour will be increased in them. In this regard, emphasizing and paying attention to the Organizational Justice in Physical Education Department cause that staff members accept organizational structures, in respect to organizational rules and regulations and devote themselves in the way of organizational goals and protect these goals and also have active cooperation in affairs of organization.

According to the outcomes of this research, the Justice in Organization plays an important role in organization. Generally, fair treatment with employees by an organization leads to their high responsibility and commitment to the organization and their over role citizenship behaviour. On the other hand the staff members, who feel injustice, most probably leave the organization or show themselves in low levels of organizational responsibility, and even, they may start abnormal behaviours like taking revenge. Therefore the perception of, how employees judge about fairness in their organization, and how they respond to understanding of justice or injustice, is one of the important matters for administrators and managers of Physical Education College and Department that there should be more effort to increase perceptions of employees about Organizational Justice by making transparent rules, procedures and organizational policies which are related to job and it explains procedures of resource allocation and rewards of organization. Then, based on program goals and mission of the organization, making comprehensive program to improve and develop job
attitudes, feeling of opting for voluntary services spontaneously, finally brings the efficiency as well as efficacy to the activities of the organization.

Analysis of results in Department of Physical Education in Iran and Maharashtra of India, staff members like fair and unequivocal payment and promotion system. Judgment and understanding of employees about fair distribution and outcomes, such as levels of payment or promotion opportunities make employees work beyond their duties without any expectation and also the organization never pay them in return. In general, if the perception of fairness in the way of resources distribution improves in staff, on average, Organizational Citizenship Behavior will be improved in them. Thus, employees who think that salary, reward and promotion of members of organization are based on justice will probably have more job satisfaction.

Comparison of the Mean Rank which is obtained by three scopes of this study indicated that Job conditions, type and scope of its performance that is specifically included job atmosphere, imbalanced and extra job duties to employees and also receiving inappropriate response by principals in return to their efforts, create job exhaustion and inefficacy of these employees. In this situation, some conditions that individuals play their roles beyond the defined and expected quality and quantity through the affective management, and appropriate work division which consider the individual’s characteristics and personality and be faithful as an Organizational Citizenship expert and is committed to all values and ideas of organization in order to meet the expectations of Department of Physical Education.

Also the results of present research indicated that the approach adoption of Organizational Justice procedure and shift in the form of global citizenship beside capabilities and abilities of staff members in Department of Physical Education depend on various components. Currently, the difference between voluntary and compulsory co-operations of staff members is very important to organizations. The Organizations are not able to develop their effectiveness without voluntary willingness of individuals. In the compulsory form, the individual performs his duties according to the regulation and rules and acceptable standards of organization and only perform in the frame of requirements. But, in voluntary cooperation this matter is raised beyond the duty of individuals express their efforts, energy and perception in favour of benefit of the company by inflorescence their abilities. In this form,
individuals ignore their personal interest and give priority to having responsibility in favour of other’s interest.

In final, the outcomes of this research emphasized that outstanding organizational performance cannot be gained through the efforts of ordinary employees, but achievement of lofty goals is in pawn of organizational soldiers who step beyond their duties and abilities in order to fulfill the organizational success. 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 official roles they do not spare any effort for fulfilling its goals.

5.3. Recommendations

It is suggested that the planners and administrators should not simply consider the type of behaviour and ways of dealing with subordinates; It is necessary to have greater awareness and understanding of the needs, desires and attitudes of deemed employees to organization’s policies and procedures for improving the organizational behaviour and health of workforce. For this purpose, by using the scientific methods, it has analyzed and surveyed these significant and affective attitudes in order to consider this missing link between the employees and managers in their decision making and planning.

By considering the gained relationships between variables it is suggested that the managers show more sensitivity to effectiveness on employees’ Organizational Justice perception, and try to distinguish the present situation of Organizational Justice perception in order to recognize its strengths and weaknesses. Then providing comprehensive program based on organization’s goals and visions in order to improve human resources development and more labour efficiency. In the case of Employees’ dissatisfaction of Organizational Justice Dimensions, a serious review should be performed in organizational rewards distribution, the procedures of rewards distribution and the way of treatment of principals with employees.

As the results of the study showed, Organizational Justice perception is a newly formed concept that is constructed in order to pay attention to human resource and according to the outcomes of researches indicate that supervisors and principals, who have learned principles of Organizational Justice during training, are evaluated more impartial and fair-minded by subordinates and this kind of evaluation causes
that subordinates express more citizenship behaviour to their colleagues and their business unit. Therefore, it is suggested, to pay high attention to this concept in order to make visible the resulting benefits and advantages for the organization.

It is also suggested that with consideration of the multilateral role of Organizational Justice and Organizational Citizenship Behaviour, Nowadays Principals cannot ignore the existence of justice in their organizations if they have desire for progress. Therefore, in case of employee’s grievance of justice performance and spontaneous behaviour in organization, they should have a precise revision of sources and facilities distribution, dispatch procedures and how managers communicate with employees.

Finally, it is suggested that as the performance of the staff members is reviewed and evaluated at the end of the year, a special committee should explore and deal with the way of performing the process of justice and the quality of Citizenship Behaviour in different branches of University and report its fluctuation rate to the higher controllers, to keep the educational atmosphere in desirable level through this way. In this condition and atmosphere, the aims of organization can be achieved with lower cost and higher-level of profit.

5.4. Future Research

This could be recommended to have awareness and conduct according to Organizational Justice and Organizational Citizenship Behaviour among all the employees of Government and Privet Institutes. So the quality of Perception of Organizational Justice can be judged by finding the difference between the Government Institutes and Privet Institutes.

An obvious starting point would be to investigate further the role of perception of Organizational Justice and effect of the Citizenship Behaviour on employees by considering Organizational climate and atmosphere in Departments of Physical Education, as the suitable condition of Organizational climate plays a vital role in pushing the employees to put more effort on their work in the organization to reach its goals.

Although this study provides some rich insights about the employees’ attitudes towards Organizational Justice and Organizational Citizenship Behaviour in Departments of Physical Education that it was only representative of a small sample.
Therefore, a third recommendation for future research is the replication of this study with various populations from various locations, more specifically, in all the departments of an organization and all the educational institutes.
References


