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EFFECTS OF ORGANIZATIONAL JUSTICE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR: A PUBLIC HOSPITAL CASE

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ABSTRACT

This research was carried out with the aim of determining the organizational justice and organizational citizenship behavior levels of health professionals working in a public hospital. We also aimed to determine the effect of organizational justice on organizational citizenship behavior. Since it is a small-scale hospital, no sampling method was used. We tried to reach all employees of hospital and everyone who agreed to participate in the research is included in the research. In the end 101 healthcare professionals working in the public hospital participated in the study. According to the results organizational justice perception has a significant and positive effect on all sub-dimensions of the organizational citizenship behavior. The effect of organizational justice on the altruism 24% (B: 0.24, $p < 0.05$), 29% on courtesy, 29% (B: 0.29, $p < 0.05$), on sportsmanship 21% (B: 0.21, $p < 0.05$), on conscientiousness %35(B: 0.35, $p < 0.05$) and 35% (B: 0.35, $p < 0.05$) on the civic virtue sub-dimension. Mean score of the scales were determined as 3.78 ± 0.78 and 2.85 ± 1.21 for organizational citizenship behavior and organizational justice respectively.

Key Words: Organizational justice, Organizational citizenship behavior, Hospital, Healthcare

1. INTRODUCTION

In recent years, it has been understood that the perceptions and attitudes of employees in all institutions regarding the organizational environment play an important role in organizational success. Therefore, these perceptions and attitudes are the subject of many studies. People's perceptions about the organization and its managers significantly determine their attitudes within the organization. Organizational justice is among these perceptions, and organizational citizenship behaviors stand out among these attitudes. The perception of justice is one of the most important variable in business and daily life. While the perception of justice gets people closer to each other, the perception of injustice causes many negative attitudes. One of these is negative attitude is low organizational citizenship behaviors. In this study, we investigated organizational justice perceptions and organizational citizenship behaviors of healthcare professionals working in a public hospital. Additionally, we put forth the effect of organizational justice on organizational citizenship behavior.

2. ORGANIZATIONAL JUSTICE PERCEPTION

The results of interactions between individuals in organizations have become increasingly important and the concept of "social justice" came up. As a result, the concept of "organizational justice" has been developed, which expresses the fair distribution of all kinds of organizational and personal outcomes, rewards and punishments that arise due to the relationships within the organization (Cohen-Charash & Spector, 2001).

Organizational justice, according to Greenberg; “The term used to reveal the effects of justice in the workplace on the individual and the organization” (Jerald Greenberg, 2001). More clearly, organizational justice is a concept that includes the perceptions of employees in the organization about how fairly they are treated in the workplace and how this perception affects other results (commitment to the organization, job satisfaction, etc.) in the organizations (Söyük, 2018).

Organizational justice is important in almost every process in organizations. It can be related to various decisions such as salary, performance evaluation, rewarding, promotion and advance in the career, assignment, benefiting from training programs, allocation of work equipment, termination of work and interpersonal interaction (Gürbüz & Mert, 2009; İyigün, 2012).

Employees mostly care about the distribution of results, the distribution decision, the methods used during the distribution, and interpersonal relationships, and they are concerned with the justice in these situations. These situations also constitute types of organizational justice (Söyük, 2018).

Although different dimensions are defined about the organizational justice in the literature, three dimensions of organizational justice are mentioned most frequently. These are: distribution justice, procedural justice and interactional justice.

Distribution justice: It refers to the perception of the fairness of the results obtained by the employees. In the context of the organization, distribution justice indicates the sharing of results such as penalties / rewards, wages, status and promotions among individuals and the perceptions of employees regarding the fairness of these results (Addai et al., 2018; Usmani & Jamal, 2013). Equality Theory of Adams constitutes the basis of distribution justice. Employees compare the performance inputs they put forward for their jobs (their education and experience, the stress and strains they endure in their jobs, their seniority, etc.) with their results (salary and promotion decisions, etc.). If they perceive an inequality between their performance inputs and their outputs, they would think that the reward they receive is unfair. This situation may cause employees to feel such as anger, unhappiness, displeasure or guilt. Additionally it could cause decrease in input and output of the employees (Cropanzano et al., 2007; Iqbal, 2013; Moorman, 1991). In distribution justice, besides the fair distribution of resources, rewarding and punishment to the deserving person also plays an important role. If an employee perceives low distributional justice, they get stressed and their job performance could decrease (Skarlicki & Folger, 2003).

Procedural Justice: This concept is called in different names in the literature such as practical justice and transitional justice. Procedural justice means that organizational procedures such as avoiding excess and underpayment, participation in decisions, giving information about results are applied equally among employees. Perception of procedural justice will be high in organizations where employees are effective in the decision-making process or in which they approve the decisions taken (J. Greenberg, 2010). This type of justice is related to the correct methods of managing processes such as the decision-making process, the conflict resolution process or the process of resource allocation in an organization. Another issue that needs to be addressed with regard to procedural justice is the trust of employees towards their managers. If employees trust in their managers, their perception of justice is also could be high (Söyük, 2018).

Interactional Justice: Interactional justice is about the human side of organizational practice. Interactional justice has been developed as an additional dimension of procedural justice, as it is related to the attitudes and behaviors of those charged with implementing procedures towards the other party (Ramamoorthy & Flood, 2004). Interactional justice, according to Moorman, is the perception of justice about how decisions taken and how they are told or will be told to the employees (Moorman, 1991). For this reason, communication type and relations have an important role in interactional justice.

High perception of procedural and interactional justice and their positive results also positively affect the results of distributive justice. If the employees' opinions are taken into consideration in decisions making process that could affect them, even if the decision is negative and the result is bad, they are not dissatisfied with the results obtained.

3. ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Organizational citizenship behavior (OCB) was defined by the Organ for the first time as "individual behavior based on volunteering, which is not directly and fully taken into account in formal job descriptions, but helps the organization as a whole to fulfill its functions efficiently" (Organ, 1988). Organ

developed this concept based on the distinctions made by Barnard (1938) and Katz (1964) between in-role and out-of-role behavior (de Geus et al., 2020). Organizational citizenship behaviors are behaviors that employees are not obliged to do but these behaviors have positive effects on the continuity and effectiveness of the organization. These spontaneous behaviors contribute to the achievement of organizational goals and are called "extra role behaviors".

OCB describes the voluntary activities and behaviors that organizations require from employees to achieve their goals. For example, helping new employees in the workplace, work overtime, contributing to corporate events and making useful suggestions for improvement, working instead of a friend who is patient, etc. (Ja'afaru Bambale, 2014). Employees cannot be punished if they do not display organizational citizenship behaviors that are not included in formal job descriptions. Although every organization requires employees to exhibit organizational citizenship behavior, this is a completely based on willingness. OCB improves both individual and team performance (Mehdizadeh et al., 2018).

Organizational citizenship behavior cannot always be defined by the organization. According to Scnake, it is based on three reasons that organizational citizenship behavior cannot be defined by the organization. The first reason is that organizational citizenship behavior is not easily noticed and cannot be evaluated objectively. The second reason is that some forms of organizational citizenship behavior could distract individuals from their duties in order to help other people. Finally, there is no punishment sanction for not showing an organizational citizenship behavior. For these reasons, the definition of organizational citizenship behavior cannot be included in the job descriptions of the organization (Schnake, 1991).

Not all behaviors are included in the written reward and punishment systems, but in every organization, employees are expected to respond to their behavior. As a result, these behaviors play an important role in organizational efficiency and organizational quality. Managers should be able to create environments in which all employees can exhibit organizational citizenship behavior. Since organizational citizenship behavior is voluntary, managers have difficulty in the emergence of such behaviors. However, leaders should make an effort to direct their employees to these behaviors (Güneş & Küçüksüleymanoğlu, 2020; Tian et al., 2020).

Benefits of organizational citizenship behavior to the organization in many aspects due to its contribution to the productivity of the organization and the motivation of the employees. The efforts of employees to help each other in their difficult times and to protect the organization and its friends from all kinds of dangers and problems contribute significantly to the environment of peace within the organization (Söyük, 2020).

There are different dimensions of organizational citizenship behavior. These dimensions have been defined and classified in different ways by many authors. Podsakoff et al. (2000) observed that organizational citizenship dimensions were examined in thirty different forms as a result of their research. In this study, five dimensions dealt with by Organ (1988) and Konovsky and Organ (1996), which are accepted as the last classification of the concept, were examined. These dimensions are; Altruism, conscientiousness, sportsmanship, courtesy, civic virtue.

Conscientiousness means that employees show more than expected by going beyond the behaviors that are desired to be shown at a low level (conserving resources, punctuality, participation, continuity) (Podsakoff et al., 2000). Examples of organization members are making an effort to come to work on time in bad weather conditions, complying with tea, coffee and meal breaks, attending meetings organized within the organization on time and regularly, working overtime if the work is not finished (Çetinkaya & Çimenci, 2014; Farh et al., 2004). It is quite difficult to distinguish this dimension from formal role behaviors compared to other dimensions (Söyük, 2020).

Altruism refers to the voluntary behavior of the employees in the organization to increase their performance and effectiveness by helping other employees (Çetin, 2004). Behaviors that help employees to use tools and equipment, complete their tasks, reach certain information, and prepare a project or presentation on time can be given as examples of altruism (Allison et al., 2001).

Sportsmanship is defined as not complaining and accepting the situation despite all the difficulties brought by the job (Karabey & Battal, 2018). Courtesy includes informing these people before they act that might interest other employees' jobs (Şeşen & Basım, 2010). Employees who find the civil organization fair tend to exhibit more than just role behavior.

Civil virtue, on the other hand, includes behaviors such as the employee acting with a sense of responsibility, voluntarily giving ideas on how to develop and enhance the organization's work, and showing that s/he is interested in the worker and organization initiative (Söyük, 2020).

The issue of organizational justice has been discussed in various ways and frequently in many organizational psychology, organizational behavior, management and organization, human resource management research in recent years. The main reason for this is that the perception of organizational justice causes many organizational consequences and directs employees' attitudes and behaviors (Addai et al., 2018; Adusei et al., 2016). When research on organizational justice is examined, it has an effect on organizational citizenship behavior, job satisfaction, perception of dignity, absenteeism, workforce turnover, stress, trust in management and organizational commitment, responses of employees to wage increase decisions, employee health and anti-organizational citizenship behavior, work alienation, etc. (Cropanzano & Wright, 2003; Sia & Tan, 2016; Yuan et al., 2016). The perception of justice helps the development of cooperation in the work environment. It strengthens social ties between employees.

4. ORGANIZATIONAL JUSTICE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

When employees in the organization feel that the managers treat them fairly, it becomes easier to cooperate and they support the decisions taken by the managers. In case of injustice, individuals resort to legal remedies and exhibit aggressive behavior towards each other (Cropanzano & Wright, 2003; Van den Bos, 2002). While justice draws individuals closer to the organization and employees, injustice drives individuals away from each other and from the organization. At the same time, fair treatments make future events more predictable and reduces the uncertainties encountered in daily work life. Those who work with unfair individuals decrease their commitment to the organization and consequently quit their jobs. It is useful to know the responses of employees in case of injustice (Anderson & Shiner, 2003). After all; high perception of justice causes positive attitudes and behaviors in employees. The trust and commitment of being fair increases the work performance of the employee, resulting in customer satisfaction and loyalty (Addai et al., 2018; Söyük, 2018; Usmani & Jamal, 2013). Employees with a high perception of organizational justice act beyond formal role behaviors within the organization, the most important of which is organizational citizenship behaviors.

The perception of justice is the basis of organizational citizenship behavior that is on a voluntary basis. As a result of many researches, it has been determined that employees' perceptions of distributive and procedural justice affect the Organizational Citizenship Behavior. Especially the perception of distributive justice plays an important role in exhibiting the OSB (Al-ali et al., 2019). If the employees perceive their gains or the process that enables distribution decisions regarding the gains to be fair, it is expected that they will respond by exhibiting behaviors for the benefit of the organization beyond the expected role behaviors.

"Organizational Justice" and "Organizational Citizenship Behavior" issues are popular organizational behavior models that have attracted the attention of researchers in the field of social sciences in recent years. Because these issues are thought to be directly related to the individual and organizational performances of the employees (Sujono et al., 2020).

5. METHOD

This cross-sectional study carried out in a public hospital in İstanbul. The aim of study is to reveal the effect of organizational justice perception on organizational citizenship behavior in healthcare professionals. Another aim is to determine whether the perception of organizational justice and organizational citizenship behaviors of healthcare professionals differ according to their sociodemographic characteristics.

Organizational Justice Scale developed by Moorman et al. (1993) and the Organizational Citizenship Behavior scale developed by Organ and Konovsky (1989) were used as data collection tool. Scales obtained from the study conducted by Nadiri and Tanova (2010). Reliability analysis of scales were carried out by these authors. The scales are in 5-point Likert type and the Cronbach's alpha values obtained from the data set are over 0.70. In the last part of the questionnaire form; questions that are asked to determine the socio-demographic characteristics of the participants. The hospital where the study was conducted is a small-scale hospital and the sampling method was not used and questionnaires were distributed to everyone who agreed to participate in the study. Approximately 30% of the employees agreed to participate in the research and the research was completed with 101 healthcare workers.



In the analysis of the data, frequency analysis, t test and one way anova test to compare mean scores and regression analysis were used and results are presented in the findings section. The research model is presented in Figure 1 and the hypotheses established in this context are as follows:

H1: There is statistically significant differences in mean scores of organizational citizenship behavior and organizational justice perception based on age, gender, marital status, education, working time in hospital and professional experience.

H2: Healthcare professionals' perceptions of organizational justice have a significant effect on altruism which is a sub dimension of organizational citizenship behavior

H3: Organizational justice perceptions of healthcare professionals have a significant effect on courtesy which is a sub dimension of organizational citizenship behavior

H4: Organizational justice perceptions of healthcare professionals have a significant effect on sportsmanship which is a sub dimension of organizational citizenship behavior

H5: Organizational justice perceptions of healthcare professionals have a significant effect on conscientiousness which is a sub dimension of organizational citizenship behavior

H6: Organizational justice perceptions of healthcare professionals have a significant effect on civic virtue which is a sub dimension of organizational citizenship behavior.



Figure 1. Research Model

6. FINDINGS

The study conducted in a public hospital in İstanbul with 101 healthcare professionals. Half of the participants are between the ages of 20 and 33. 55.45% of participants are married. Most of them have bachelor's and graduate degree (59.45%). According to working time in hospital 51.49% of participants working in hospital more than 7 years and 52.48% of them have 10 and more years professional experience.

Table 1. Demographics

Variables	Groups	n	%
Age	20-33 years	51	50.50
	34-55 years	50	49.50
Gender	Women	54	53.47
	Man	47	46.53
Education	High school degree	26	25.74
	Associate degree	20	19.80
	Bachelor's degree	30	29.70
	Graduate degree	25	24.75
Marital status	Single	45	44.55
	Married	56	55.45

Working time in hospital	1-6 Years	49	48.51
	7 and more years	52	51.49
Professional experience	1-9 Years	48	47.52
	10 and more years	53	52.48
Total		101	100

Mean score of the scales presented in Table 2. Accordingly organizational citizenship behavior scale's mean score 3.78 ± 0.78 and organizational justice perception scale's mean score is 2.85 ± 1.21 . Reliability analysis result is conducted with Cronbach's Alpha coefficient and it is 0.99 and 0.91 respectively for organizational citizenship behavior and organizational justice perception.

Table 2. Mean Scores of Scales

Variables	n	Min	Max	Mean	Sd	Cronbach's Alpha
Organizational Citizenship Behavior	101	1.00	5.00	3.780	0.786	0.99
Organizational Justice Perception	101	1.00	5.00	2.850	1.261	0.91

H1: There is statistically significant differences in mean scores of organizational citizenship behavior and organizational justice perception based on age, gender, marital status, education, working time in hospital and professional experience.

Hypothesis testing results are presented in Table 3. Accordingly, a significant difference found between mean score obtained from the organizational justice and organizational citizenship behavior scales based on working time in hospital. Additionally there is a significant difference between the mean score obtained from the organizational justice scale in terms of professional experience. For other variables, the hypothesis was rejected.

Table 3. Hypothesis test result

Variables	Age	Gender	Marital status	Education	Working time in hospital	Professional experience
Organizational Justice	0.05	0.86	0.64	0.14	0.01*	0.03*
Organizational Citizenship Behavior	0.11	0.77	0.36	0.02*	0.00*	0.05

Table 4 shows results of the t test. According to test results employees working in the institution for 7 years or more have higher mean scores ($\bar{x}=3.16 \pm 1.18$) in organizational citizenship and organizational justice scales ($p < 0.05$). It means if a healthcare worker spend 7 or more years in hospital, their organizational citizenship behavior and organizational justice perceptions will be better. On the other hand organizational justice perception who have 10 and more years professional experience has higher mean score ($\bar{x}=3.10 \pm 1.21$) and it is statistically significant ($p < 0.05$).

Table 4. T test results

Variables	Groups	f	Mean	SD	t	df	p
Organizational Justice	1-6 Years	49	2.52	1.27	-2.63	99.00	0.010*
	7 and more years	52	3.16	1.18			
Organizational Citizenship Behavior	1-6 Years	49	3.55	0.87	-2.93	87.90	0.004*
	7 and more years	52	4.00	0.64			
Organizational Justice	1-9 Years	48	2.58	1.28	-2.11	99.00	0.037*
	10 and more years	53	3.10	1.21			
Organizational Citizenship Behavior	1-9 Years	48	3.63	0.85	-1.92	99.00	0.058
	10 and more years	53	3.92	0.70			

* $p < 0.05$

One way anova test result shows that there is statistically significant differences in mean scores of employees according to their education level ($p < 0.05$). Source of these differences are between high school degree and bachelor's degree in favor of bachelor's degree ($\bar{x}=3.95 \pm 0.77$), high school degree and associate degree in favor of associate degree ($\bar{x}=3.94 \pm 0.69$), and graduate degree and high school degree

in favor of graduate degree ($\bar{x}=3.86\pm 0.71$). The result show that increase in the education level results in increase in organizational citizenship behavior (Table 5).

Table 5. One way anova test results

Variables	Groups	f	Mean	SD	F	p	Source of difference
Organizational Justice	a-High school degree	26	2.44	1.13	1.85	0.14	
	b-Associate degree	20	2.68	1.29			
	c-Bachelor's degree	30	3.15	1.28			
	d-Graduate degree	25	3.05	1.28			
	Total	101	2.85	1.26			
Organizational Citizenship Behavior	a-High school degree	26	3.38	0.85	3.28	0.02*	a<c
	b-Associate degree	20	3.94	0.69			a<b
	c-Bachelor's degree	30	3.95	0.77			a<d
	d-Graduate degree	25	3.86	0.71			
	Total	101	3.78	0.79			

* p<0.05

Regression analysis results show that, the independent variable of research called organizational justice has a significant effect on all sub-dimensions of the Organizational Citizenship Behavior dependent variable. Organizational justice perceptions significantly affect organizational citizenship behavior (p <0.05).

In Table 6 it can be seen that 12% of the change in the Altruism sub-dimension ($R^2 = .12$), 17% ($R^2 = .17$) of the change in the Courtesy sub-dimension, 0.09% ($R^2 = .09$) change in the Sportsmanship sub-dimension, 17% of the change in the Conscientiousness sub-dimension ($R^2 = .17$), 36% ($R^2 = .36$) of the change in Civic Virtue sub-dimension can be explained by the organizational justice variable. The effect of organizational justice on the Altruism sub-dimension was determined as 24% (B: 0.24, p <0.05), 29% on the Courtesy sub-dimension, 29% (B: 0.29, p <0.05) on the Sportsmanship sub-dimension, 21% (B: 0.21, p <0.05) on the Conscientiousness sub-dimension, and 35% on the Civic Virtue sub-dimension (B: 0.35, p <0.05). The increase in the perceptions of organizational justice of healthcare professionals also increases their organizational citizenship behaviors. According to the results, hypotheses (H2, H3, H4, H5 and H6) were accepted.

Table 6. Regression Analysis Results

Dependent Variables	Independent Variable	B	SE	t	P	R ²	F	p
Altruism	Constant	2.91	0.20	14.26	0.00	0.12	13.81	0.00*
	Organizational Justice	0.24	0.07	3.72				
Courtesy	Constant	2.93	0.20	14.67	0.00	0.17	20.28	0.00*
	Organizational Justice	0.29	0.06	4.50				
Sportsmanship	Constant	3.36	0.21	16.28	0.00	0.09	9.84	0.00*
	Organizational Justice	0.21	0.07	3.14				
Conscientiousness	Constant	2.78	0.24	11.38	0.00	0.17	19.64	0.00*
	Organizational Justice	0.35	0.08	4.43				
Civic Virtue	Constant	2.78	0.24	11.38	0.00	0.36	54.90	0.00*
	Organizational Justice	0.35	0.08	4.43				

* p<0.05

7. RESULTS AND DISCUSSION

The aim of the research we conducted is to examine the effects of organizational justice on organizational citizenship behavior and to reveal whether the mean scores obtained from these two variables differ according to socio-demographic characteristics.

The research was conducted in a public hospital and 101 health professionals participated in the study. 50% of the participants are women, 50% are under the age of 33, 50% are 34 and above. 51.49% of the

participants have been working in the institution for 7 years or more. Again, more than 50% of the participants have 10 years or more professional experience. The mean scores of the scales were determined as organizational citizenship behavior 3.78 ± 0.78 and organizational justice 2.85 ± 1.21 .

According to the results, mean score obtained from the organizational justice scale differs based on working time in hospital and professional experience variables ($p < 0.05$). It was concluded that mean scores of those who spent more time in the institution and in the profession have significantly higher scores. When the mean scores obtained from the organizational citizenship behavior were examined, a significant difference was found in terms of the working time in hospital variable. Accordingly, mean scores of those working in the institution for 7 years and more have significantly higher mean scores ($p < 0.05$).

Finally, it was determined that the organizational justice variable has a significant and positive effect on all sub-dimensions of the organizational citizenship behavior variable. The effect of organizational justice on the Altruism 24% (B: 0.24, $p < 0.05$), 29% on Courtesy, 29% (B: 0.29, $p < 0.05$), on Sportsmanship 21% (B: 0.21, $p < 0.05$), on Conscientiousness %35 (B: 0.35, $p < 0.05$) and 35% (B: 0.35, $p < 0.05$) on the Civic Virtue sub-dimension.

Yılmaz and Taşdan (2009) found a positive relationship between the primary school teachers' organizational citizenship and organizational justice perceptions ($r = 0.459$, $p < 0.01$). In the light of the results obtained from the research they concluded, more positive the perception of organizational citizenship is, the more positive the perception of organizational justice is likely to be.

In the research conducted by Poyraz and Kara (2009) it was concluded that organizational justice affects organizational citizenship, but the results obtained from the research show that the effect is not too strong. In the study, there is also no significant difference between organizational citizenship behavior based on gender and education level. However in terms of organizational justice variable it was determined that there is significant difference based on gender and education.

The research results show that as healthcare professionals' perceptions of organizational justice increase, their organizational citizenship behaviors also increase. Organizational justice has a positive and significant effect on the change in organizational citizenship behavior. Şeşen and Basım (2010) found in their studies, job satisfaction mediates effect of organizational justice on organizational citizenship behavior in their study. In our study, there is no mediator variable, and the mediating roles of variables such as job satisfaction, organizational support, and job performance can be examined in future studies on healthcare professionals.

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