



The Relationship of Organizational Commitment by Perceived Organizational Justice and Perceived Organizational Health on Organizational Citizenship Behavior of Employees in Melli Bank and Saderat Bank of Iran, Shushtar Branches

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ABSTRACT

Objective: The focus on organizational health means “to focus on the future success of the organization”. Therefore, the main purpose of the present research is to study the effect of organizational health and organizational justice on organizational citizenship behavior with the mediating role of organizational commitment in two private and public sectors. **Methodology:** The statistics population of the study includes the employees of Melli Bank and Saderat Bank of Iran (Shushtar Branches) and the study sample includes 63 individuals from the private sector and 50 individuals from the public sector that have been selected through random stratified sampling method via Morgan and Jersey’s table. The data has been gathered through field method and questionnaire. The structural equation modeling method and partial least square method via PLS statistic software has been utilized for analyzing the gathered data. **Results:** The results of fitness indexes of conceptual model show that the research model is fitted properly. **Conclusion:** The analyzes have shown that the organizational commitment variable has the mediating role in the relationship between organizational health and organizational justice with organizational citizenship behavior in both statistics population; the organizational justice act as the mediating role only in the Saderat Bank branches(private sector) in the relationship of organizational health and organizational citizenship behavior.

1. Introduction

The life of any organization depends on effective use of

In the current competitive world, the organizations continually looking for a healthy administrative system that could advance all their agents toward the organization goals despite the limited resources; also, could be able to detect the deviations from logical administrative norms and the barriers of the ultimate goals of the organization and provide required measures for resolving them. Therefore, specialized and committed, creative and with high motivation and open communication channels human resource are required for an entrepreneur and happy system that are focused on the physical and mental comfort of the human resources besides the production and services based on the real needs of customers with the aim of doing the assigned duties with better quality and enhance the performance, efficiency and effectiveness of the organization and an effective factor for guarantee the organizational health and its survival in a competitive and changing environment. Since, the organization is a social system that it’s live and standing is dependent on a tight and steady connection between its components; so, positive and voluntary behavior and attitude of employees regarding the level of justice in the organizations with the organizational health characteristic generally lead to their higher commitment toward the organization and incidence of

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organizational citizenship behavior. Therefore, a proper recognition of the effectiveness method of justice based behaviors in a healthy administrative system on organizational behaviors (organizational commitment and its fields and organizational citizenship behaviors) leads to more appropriate actions toward the promotion of development in the organizations (Miles, 1969; Wayne, 1986).

1.1 Theoretical Background

First Hypothesis- There is a positive and significant relationship between organizational justice and organizational commitment.

Organizational justice describes the perception of individuals regarding the fairness of the organization's attitude toward the employees and in their behavioral responses to such perception (Naderi, ۲۰۰۸). The basis of social exchange theory refers to this point that people and organizations enter into a mutual relationship (interaction or give and take) in which there is a fair, justly and supportive environment for the interaction; so that create and enhance the loyalty and emotional commitment of the employees against the organization (Sager and Johnston, 1989).

The studies of "John Finningan" show that the perception and imagination of the organization from "values" is the strongest predictor of organizational commitment in the employees; this confirms the point that the organizations should follow the justice in all their policies and actions.

Second Hypothesis- There is a positive and significant relationship between organizational health and organizational commitment.

Lynden and Kingle (2000) state regarding the organizational health that organizational health is not limited to the ability of the organization for doing the responsibilities effectively, rather include the ability of the organization for development. The supervisors in healthy organizations find committed and loyal employees with high morale, open communicating channels and great success. A healthy organization is a place in which individuals want to stay, work and proud there and be beneficial and effective there. Patel studied the relationship of organizational commitment and health on the employees in the industrial fields. The results have shown a positive and significant relationship between the organizational health and organizational commitment (Odon et al., 1990).

Third Hypothesis- There is a positive and significant relationship between organizational commitment and organizational citizenship behavior.

DeCotiis and Summers (1987) have shown that organizational commitment has a significant impression on the performance of an organization, because a committed employee align him/her with the specific values and goals of the organization, desires all the best for the organization and wants to show the organizational citizenship behavior in the best level. In other words, an internal enthusiasm for doing the affairs beyond the organizational duties.

Forth Hypothesis- Organizational commitment has a mediating role between organizational justice and organizational citizenship behavior.

The researches have shown that justice processes play a significant role in an organization and the attitude of the organization to the individuals could affect the beliefs, emotions, views and attitudes of the employees. Justice behavior of the organization with the employees generally lead to higher commitment of them toward the organization and the citizenship behavior could be considered as their meta-function (extra role).

Fifth Hypothesis- Organizational commitment has a mediating role between organizational health and organizational citizenship behavior.

Regarding the organizational health, Miles points to the persistence and survival of the organization in its environment and compatibility with that environment and development of its ability for more agreement (Larson, 1996). Accordingly, organizational health referred to one of the success factors of committed managers regarding their main duties and in some cases beyond it. The employees of such healthy organizations are trusted in exchange of information, creative and flexible for applying the required changes according to the information, unified and committed toward the organization's goals (Morrow, 1983).

2. Materials and methods

2.1 Conceptual model of the research



Figure 1. Conceptual model of the research

2.2 Methodology

The research method is functional regarding the purpose of the study, field method regarding the data gathering and scientific regarding the implication of the study. Organizational health questionnaire of Lynden and Kingle (2000) has been applied for the organizational health factor, Organizational justice questionnaire of Moorman et al. (1993), has been applied for the organizational justice factor, Organizational commitment questionnaire of Alen and Mayer has been applied for the organizational commitment factor and the questionnaire of Lee and Allen (2002), has been applied for the organizational citizenship behavior factor.

The statistic population of the research includes 73 individuals of employees of Melli Bank of Iran (Shushtar branches, as the public sector) and 85 individuals of employees of Saderat Bank of Iran (Shushtar branches, as the private sector). The random stratified sampling method has been utilized for sampling of the considered population in both of private and public sectors. The final volume of samples defined as 133 individuals. 113 questionnaires have been completed and the required data was gathered from this collection. The structural equation modeling method and partial least square method via PLS statistic software has been utilized for analyzing the gathered data.

3. Discussion and results

After defining the reliability and validity of the research measures, the model and the hypothesizes should be tested. Table 1 shows the path coefficients and significance level of the structural model.

Table 1. Results of hypothesis testing in public sector

Result	t-value	p-value	Path Coefficient	Research Hypothesizes
Confirm	5.03	0.00	0.53	H1: There is a positive and significant relationship between organizational justice and organizational commitment
Confirm	2.26	0.02	0.26	H2: There is a positive and significant relationship between organizational health and organizational commitment
Confirm	5.90	0.00	0.51	H3: There is a positive and significant relationship between organizational commitment and organizational citizenship behavior.

Table 2. Results of hypothesizes testing in private sector

Result	t-value	p-value	Path Coefficient	Research Hypothesizes
Confirm	3.026	0.003	0.4	H1: There is a positive and significant relationship between organizational justice and organizational commitment
Confirm	2.04	0.04	0.69	H2: There is a positive and significant relationship between organizational health and organizational commitment
Confirm	10.32	0.00	0.62	H3: There is a positive and significant relationship between organizational commitment and organizational citizenship behavior.
Confirm	9.09	0.00	0.28	Organizational health has a significant effect on organizational justice.

Regarding the obtained result in the above table, the direct paths of perceived organizational justice and health variables to organizational commitment and also the direct paths of organizational commitment to organizational citizenship behavior is significant. So, the indirect paths of perceived organizational health and justice to organizational citizenship behavior also become significant. Moreover, the organizational health path to organizational justice in private sector (Saderat Bank branches) also is significant, means that organizational justice variable could be considered as a mediator in the relationships of organizational health and organizational commitment, and the results of the present study confirm this fact.

4. Conclusion

The results of the present study show the importance of organizational health in explaining the organizational commitment. The results of the previous researches match with the present study. The results of the studies by Sui et al. point to a positive and significant relationship between organizational health and commitment in employees. The results of this study state that organizational justice and its components have significant correlation with different fields of organizational commitment. These findings especially are consistent with the results of the studies by Samad (2006). According to the social exchange theory and organizational justice theory, it could be said that the employees response in the workplace regarding the existence or absence of organizational justice.

4.1 Suggestions

It is suggested to the bank managers to do justice as much as possible in distributing the resources of the organization, provide the circumstances for cooperation of the employees in decision making processes and utilize from their thought, respect the employees' right, be honest in communication with them and attend to their needs and demands. Attention to the comfort of employees enhances the perception level of organizational justice in them and supports the organizational commitment of the employees. The degree of confidence on the responses to the questionnaires is considered as the limitations of the present study as many other questionnaire researches.

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