



INVESTIGATING THE RELATIONSHIP BETWEEN ORGANIZATIONAL JUSTICE AND OCB IN PUBLIC LIBRARIES OF RAZAVI KHORASAN

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The main purpose of the research was to investigate the relationship between organizational justice (OJ) and organizational citizenship behavior (OCB) in public librarians of Razavi Khorasan province. This research was a practical one based on survey method. The population included all librarians related to the Foundation of Public Libraries Organization of Razavi Khorasan. They were 270 people from which 159 ones were selected randomly as the sample size based on Krejcie & Morgan's sample size table. Two questionnaires were utilized to collect data in this study. Neihoff & Moorman's OJ questionnaire (1993) which included three dimensions (distributed, procedural and interactive justice). A fourth dimension, named information justice, was added to it. Podsakoff *et al.* (1990) questionnaire of OCB was used. Data were analyzed using descriptive and inferential statistics, and SPSS software. OJ values were less than desirable but OCB values were desirable from the respondents' point of view. Pearson & Spearman correlation test results indicated a positive significant correlation between OJ and OCB. Results also showed that a significant difference was seen between OCB of librarians with various working experiences. Based on Duncan's post hoc, there were no significant differences between OCB of librarians with 6 to 15 years of experience compared to two other groups, but a significant difference was observed between OCB of librarians having less than 5 years of experience compared to those having more than 16 to 25 years background. While organizational justice has an essential role in promoting organizational citizenship behavior, results of this research can be helpful to improve organizational justice in libraries and subsequently more organizational citizenship behavior, and finally to promote the performance of libraries.

Keywords: Organizational justice, Organizational citizenship behaviors, Public libraries, Librarians.

Introduction

Organizational justice is what is the mode of behavior with employees that feel for it just behavior, and it involves the perception of being a fair pay and equality in the Organizational procedures and interpersonal behaviors in the organization. Organizational justice refers to the extent that the employees feel fair the organizational decisions. It includes the following four components: procedural justice, distributive justice, interactional justice, and information justice.

Moorman (1991) proposes that organizational justice is used to describe a type of Justice that is dealing directly with the job positions. If the people feel the difference between their received remuneration compared with other employees' ones in the same organization, they create the motivation

to do more or less. The Organization is a social system which its life and stability depend on the strong link between its components and elements. The perception of injustice has some detrimental effects on the collective work because it affects our human resources efforts and employees' motivation.

One of the organizations in which the quality of services provided, is very important, is library or information center. In the library, service providers are librarians. So the skills, attitudes, and behavior of librarians are very important because they are ultimately responsible for the provision of services with the expected quality of patrons. One of the most important factors that can affect the behaviors, attitudes, and interactions of the librarians in order to provide as much as better service quality in libraries is organizational citizenship behavior.

So according to the importance of organizational justice and its possible effect on organizational citizenship behavior, it is necessary to use the findings of such a study. But it is not clear how is the organizational justice status in Razavi Khorasan public libraries as well as their librarians' organizational citizenship behavior status. In other words, it is not clear whether there is any relationship between the dimensions of organizational justice and organizational citizenship behavior occurrence in Razavi Khorasan public librarians? To answer these questions and questions such as them, this research was designed. The aim of this study was to investigate the relationship between the organizational justice and organizational citizenship behaviors amount in Khorasan Razavi province, public librarians.

Questions

1. How is the status of organizational justice in Razavi Khorasan public libraries?
2. How is the status of organizational citizenship behavior of public librarians in Razavi Khorasan province?

Hypotheses

1. There is a significant relationship between the organizational justice and organizational citizenship behavior occurrence of Razavi Khorasan public librarians.
2. There is a significant difference among Razavi Khorasan public librarians' organizational citizenship behavior occurrence with different working experiences.

Methodology

This was an applied research. The population included all Razavi Khorasan public librarians affiliated with the Office of Public Library of Razavi Khorasan (OPLRK). According to statistics received from the OPLRK, the total number of the librarians was 270. A sample of 159 librarians from the population, using simple random sampling, was selected. The data were gathered using two questionnaires: one was organizational justice questionnaire based on Niehoff and Moorman (1993) consisted of 25 items, and the other was Podsakoff and others (1990) OCB questionnaire included 22 questions. The two questionnaires were integrated into one which was comprised of 3 parts: demographic information, OJ, and OCB. It was distributed electronically among the respondents. Totally 127 (79%) respondents returned the questionnaires. The validity of the questionnaire was measured by some specialists in the field. Its reliability was calculated by Cronbach's Alfa, which was respectively 0.95 (for part2) and 0.92 (for part3).

Based on some studies (such as Toit and Bothma, 2009; Mustafa and Al-Zouabi, 2008; Chiew and Salim, 2003) on website usability, the status of the respondents' scores in surveyed variables was calculated as follow: scores more than 80 percent as "desirable", more than 60 to 80 percent as "good", more than 40 to 60 as "medium", more than 20 to 40 percent as "poor" and less than 20 percent as "bad".

Findings

To answer the first question (the measurement of organizational Justice) a questionnaire of 25 items was used and each item was answered by Likert 5-point scale (completely agree = 5 to completely disagree = 1). On this basis, the highest possible score of 25 items was 125 and the least score was 25. So the desirable level of OJ score (point 80%) was the score 100.

The findings showed that the mean score of Razavi Khorasan public libraries' organization justice was equal to 82.44, and was significantly less than the desirable status (score 100). The p-value was 0.000.

To answer 2nd question, the highest score was 110 from 22 items and the lowest one was 22. So the desirable score (point 80%) was calculated 88.

The findings showed that Razavi Khorasan librarians' OCB mean score was 87.08 and there was not any significant difference between this score and the desirable status in the population (p-value= 0.38).

The relationship between organizational justice and the amount of organizational citizenship behavior occurrence of Razavi Khorasan public librarians were calculate using Pearson coefficient correlation. The correlation ratio and p-value were respectively 0.54 and 0.000. There was a significant direct correlation between two variables.

All the respondents were divided into 3 groups with different working experiences (Less than 5 years, 5-15 years and more than 15). First, some descriptive statistics of each group was calculated (table 1).

Table 1. descriptive statistics of the librarians with various working experience

Experience (year)	n	mean	Standard deviation
5 years and less	38	83.31	14.37
6 to 15 years	66	88.06	10.52
16 years and more	22	91.04	8.13
Total	126	87.15	11.72

Then ANOVA was used to test the 2nd hypothesis. The findings showed there was a significant difference between the mean score of 3 groups (table2). Duncan Post-Hoc test was used to provide specific information on which means are significantly different from each other (table3).

Table 2. ANOVA test

Changes source	Sum of squares	Df	Mean of squares	F	p-value
Between group	947.21	2	473.60	3.58	0.03
Within groups	16238.92	123	132.02		
Total	17186.13	125	-		

Table 3. Duncan Post-Hoc test results

Working experience	Number	Sub-groups	
5 years and less	38	83.31	
6 to 15 years	66	88.06	88.06
16 years and more	22		91.04
p-value		0.08	0.28

Discussion

In terms of OJ status of librarians, the results were similar to Jafari et al. (2011) study. Their results showed that the status of OJ among the Iranian Physical Education Organization employees' was medium and less than desirable. So according to the results of this research, being less than desirable as showed, it can be concluded that Razavi Khorasan public librarians were not enough satisfied, to some extent of programs and job responsibilities, their salary and received rewards (distributive justice), taking fair decisions by their managers and supervisors in the library environment (procedural justice), their interactions, communications with the managers and colleagues and their attitudes toward them-selves (interactive justice).

The results showed the status of organizational citizenship behavior of librarians in Razavi Khorasan public libraries was desirable. This result was similar to a high extent to Sabzipoor et al. (2011) one. They revealed that the level of Iranian organizational citizenship behavior was higher than average. From the point of view of Bolino and Turnley (2003), people who are group-oriented and interested in working as a team, and prefer the goals and interests of the group to their own interests, shows a higher citizenship behavior performance. Since working in a public library is done by a couple of librarians and in teamwork, this result is not far from the expected findings. In her study, Lock (2005) also realized that collectivistic tendencies had a direct relationship with organizational citizenship behavior so that the higher this characteristic in people, the better their organizational citizenship behavior we may expect.

The findings showed that there was a significant correlation between Librarians' OJ and OCB. This result was in coordination with some studies such as Williams et al. (2002), Blakely et al. (2005), Yilmaz and Tasdan (2009), Jehad et al. (2010), and Aslam and Sadaqat (2011). They all showed there was a positive significant relationship between these two variables.

With regard to the positive correlation between OCB and OJ, it can be concluded that with the increasing OCB, Librarians' OJ will also increase. That is, the more employees have a positive impression of OJ in the mind, the higher they act in OCB performance. Consequently, it may reveal that OJ will have an important and vital role as a tool of motivating OCB performance and it is necessary that library managers, making possible the equal and fair conditions in all levels of the organization, provide the conditions necessary for the development of OJ and accordingly OCB.

Finally, the findings showed there was a significant difference among OCB of librarians with various working experience. Jehad et al. (2010) also concluded that the employees with higher tenure had a higher OCB than those with lower tenure. On the contrary, Yilmaz and Tasdan (2009) found that the primary school teachers' organizational citizenship perceptions did not vary according to seniority. According to the results of this study, it seems the difference in OCB of librarians with higher tenure may be due to a higher job security and a higher level of trust they have to the organization so the public library managers need to pay more attention to improving the recruitment situation of the librarians. Because the librarians with high employment period and permanent recruitment status have reached some kind of job stabilization and then they perform more OCB compared to those with low tenure who are in a temporary employment status.

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