

## STUDYING THE EFFECT OF ORGANIZATIONAL JUSTICE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR THROUGH THE MODERATING ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT IN MOSTAZAFAN FOUNDATION OF ISLAMIC REVOLUTION

Ali Tafazzoli Harandi\* and Sirous Tadbiri\*\*

**Abstract:** *The aim of the present study is to explore the effect of organizational justice on organizational citizenship behavior through the moderating variable of perceived organizational support in Mostazafan Foundation of Islamic Revolution that for this purpose 55 of the managers and deputies of development holding of Mostazafan Foundation of Islamic Revolution have been selected with the use of census method and have completed the research questionnaire. Content validity of this questionnaire has been confirmed by experts in this field and its reliability also has been tested with the help of Cronbach's alpha test which is equal to 0.96 for the whole questionnaire. In the end, the data collected from research questionnaires have been analyzed with the help of Hierarchical regression test and Friedman's test and results indicate that organizational justice and its dimensions with the have a significant effect in Mostazafan Foundation of Islamic Revolution ( $p < 0.01$ ) with the moderating role of perceived organizational support on organizational justice. Also, results of Friedman's test indicate that there is a significant difference ( $p < 0.01$ ) in terms of importance between organizational justice dimensions in Mostazafan Foundation of Islamic Revolution.*

**Key words:** *organizational justice, perceived organizational support, organizational citizenship behavior, Mostazafan Foundation of Islamic Revolution.*

### INTRODUCTION

In the field of professional management, considerable attention has been given to understanding the effect of organizational citizenship behaviors as extra-role behaviors employees on their positive participation in the performance of organizations. Organizational citizenship behavior provides employees with attitude and capacity and higher flexibility enabling them to move toward organizational goals. Therefore, the loyalty and commitment which is produced in employees is considered as a factor for guaranteeing organization's health and

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\* MA in Business Management, Central branch, Islamic Azad University, Tehran, Iran

\*\* Assistant Professor, Faculty member of Saveh branch, Islamic Azad University, Saveh, Iran, E-mail: Tafazzoli.raman@gmail.com

survival in a competitive and transformational environment (Abili , 2008). Just behaviors by an organization toward its employees generally lead to higher loyalty in employees toward their organization and their extra-role citizenship behavior.

On the other hand, those individuals who are feeling that they haven't been treated with justice, most likely will leave the organization or manifest low levels of organizational commitment and even it is possible that they will start to manifest abnormal behaviors such as revenge (Fani *et al.*, 2013). Therefore, understanding the way individuals are making judgments about justice in their organization and how they respond to this perceived justice or injustice is one of the fundamental topics especially for understanding organizational behavior (Seyed Javadin and Javidan Nejad, 2006).

Although first studies about justice go back to 1960s and the works of Jay Stacy Adams, however, most of the conducted studies about justice in organizations have been started from 1990. Charash & Spector (2001) have conducted some studies in this regard and in these studies they were seeking to determine the sources and focuses of justice. In other words, they have studied that what or who is considered as the reason for injustice in the organization from the point of view of employees (Shakerinia and Nabavi, 2010). Finally, the results of these studies have led to identification of three types of justice, that is, distributive justice, procedural justice and interactional justice (Danaeefard, 2008). Every organization in order to be effective, before anything should know that in critical times in addition to adapting with the changing environment and fighting with problems, it should be used its best resources and deal with the external threatening forces in a successful manner and direct their forces to the direction of main organizational goals and should always developed and grow organization's goals with retaining its survival capabilities and in other words, should have organizational health which in turn requires following justice in the organization, so that employees will have a positive perception from their work place and with manifesting desirable behaviors take big steps toward organizational goals (Hossein Zadeh, 2011). In spite of paying attention to following organizational justice in public and private organizations which leads to manifestation of citizenship behaviors in employees, there are less studies about the factors that affect this relationship or regarding the fact that in what kind of organizations and with what kind of organizational supports this relationship is stronger. Although so many scholars and authors have emphasized the above mentioned relationship, however, there are less scientific studies about the effect of different factors such as organizational support on this relationship.

When employees perceive that their organization cares about their welfare and helps and supports them (organizational support), they consider themselves as a part of the organization and feel commitment and loyalty toward it (organizational commitment). Graham (1991) in another research approach suggest that in addition to the above mentioned variables, organizational citizenship

behavior should be paid attention to as a separate behaviors of job performance and therefore, it is focused on clarifying the distinction between role and extra-role performances. In this view, organizational citizenship behavior should be considered as a general concept which includes all positive behaviors of individuals inside an organization (Morrison *et al.*, 1966). One of organizations that its organizational citizenship behavior can have a great significance is Mostazafan Foundation of Islamic Revolution, and therefore, identification of the effect of organizational justice and organizational support on employees' citizenship behavior can be useful. Mostazafan Foundation has been founded as per the 1357/12/9 (February 28, 1979) order of The Great Leader of Revolution and founder of Islamic Republic of Iran, Imam Khomeini (peace be upon him) to Council of the Islamic Revolution.

This organization with its effective presence in economic events of Iran and world, contributes to increase national production, development of competitive environment and achieving goals and policies of the government of Islamic Republic of Iran and in all its activities seeks to develop wisdom, knowledge and technology, customer satisfaction, meeting stakeholders rights and respecting humans.

Considering the above mentioned and since Mostazafan Foundation of Islamic Revolution have so many affiliates companies that have the responsibility of competitiveness in the global arena through provision of industrial development requirement with the aim of provision of stakeholders interest; hence, conducting a study for exploring the effect of organizational justice on organizational citizenship behavior thought the moderating variable of perceived organizational support in Mostazafan Foundation of Islamic Revolution as one of the key organizations in the field of economic development of our country appears to be necessary; because organizational justice in a proper context of organizational support at the present situation can contribute to further enhance the level of performance and success of this organization. The aim of the present study is to explore the effect of all the variables of organizational justice on organizational citizenship behavior and the moderating role of perceived organizational support.

“Is organizational justice effective on organizational citizenship behavior through the moderating variable of perceived organizational support in Mostazafan Foundation of Islamic Revolution?”

In the following, some of the empirical studies conducted in this field will be mentioned and after that research conceptual model, research method, findings and conclusion will be presented.

Amir Kafi and Hashemi Nasab (2013) in their study of the effect of organizational justice, perceived organizational support and organizational trust on organizational commitment have found out that organizational justice indirectly

has a effect on commitment through the variables of organizational support and organizational trust. Also, results indicate that perceived organizational support has a direct and indirect effect on commitment, that its indirect effect is through the variable of organizational trust and finally, the direct effect of organizational trust on commitment is more that the effect of other variables.

Ibrahimpur *et al.* (2011), in a study with the title of exploring the relationship between job characteristics and organizational citizenship behavior in Broadcasting Educational Center (with an emphasis on Hackman and Oldham model), have found that there is a significant and positive relationship between job main dimensions with organizational citizenship behavior, between main psychological states and organizational citizenship behavior and between job characteristics with the combination of the two variables of main dimensions and sensitive mental states with organizational citizenship behavior.

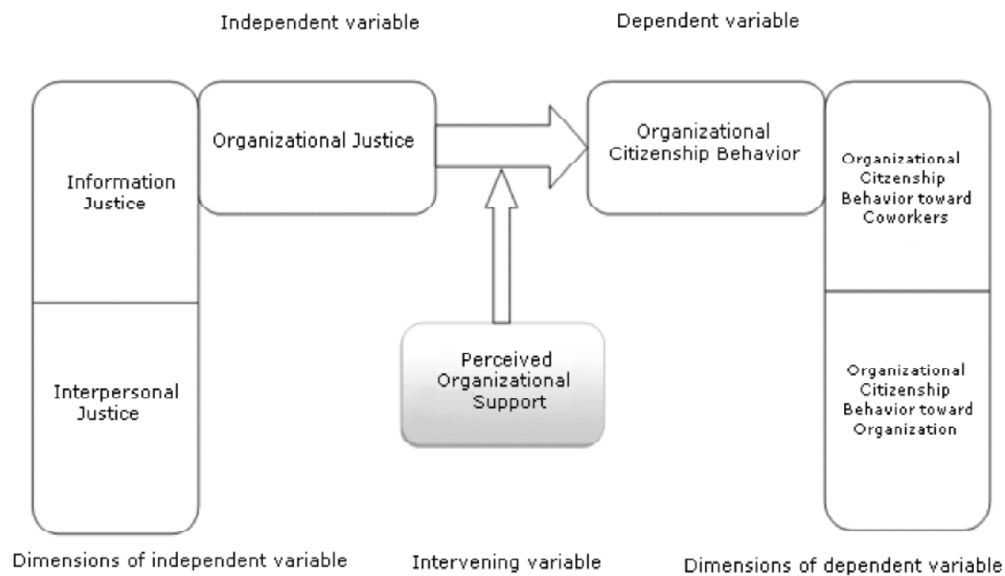
Hemati Nejad *et al.* (2011) have conducted a study with the title of the relationship between perceived organizational support with organizational citizenship behavior of the experts of National Olympics and Paralympics Academy of Iran and have found that average of organiztional citizenship behavior with an score of 4.48 from 7 is higher than the average of perceived organizational support with an score of 3.48 out of 7 in these experts. A positive and significant relationship has been seen between perceived organizational support with organizational citizenship behavior and its dimensions except for the dimension of sportsmanship and perceived organizational support is a significant predictor for organizational citizenship behavior and its dimension, except for the dimension of sportsmanship. Findings of this study emphasize on increasing perceived organizational support of employees for achieving citizenship behaviors in employees.

Panjaitan & Noorderhaven (2009), have conducted a study with the title of trust and organizational citizenship behavior among the employees in some organizations and have found that in case of the presence of trust in superior among subordinates, employees will be more inclined toward organizational citizenship behavior.

Wanxian & Weiwu (2006), have studied the relationship between demographical characteristics and consideration of organizational citizenship behavior as extra-role behaviors. Through a survey among 349 Chinese employees, their results shows that employees with higher age and women are more likely to consider citizenship behaviors as extra-role behaviors or extra-job behaviors.

In the following section bases on theatrical principles and research empirical background, research conceptual model is presented in figure 1.

**Figure 1: Research conceptual model (Melissa, 2013)**



## METHODOLOGY

The present study is an applied study in terms of goal and in terms of data collection, information, analysis method is a descriptive - correlation research and is a survey study in terms of method of conduct.

## RESEARCH POPULATION AND SAMPLE

Population of the present study includes managers and deputies of development holding of Mostazafan Foundation of Islamic Revolution who are a number of 68 people. Since, the number of research population is limited, hence, instead of sampling the method of full count (census) is used. Therefore, the sample size and population are equal with each other and include 68 of the development holding managers and deputies of Mostazafan Foundation of Islamic Revolution and a number of 68 questionnaires have been distributed among the sample individuals and in the end with eliminating incomplete questionnaires a number of 55 have been analyzed.

## DATA COLLECTION INSTRUMENT

In this study for exploring the research variables a questionnaire adopted from Melissa' article (2013) has been used. Content validity of this questionnaire has been confirmed by 3 experts in this field and its reliability also has been tested with and conformed with the use of Cronbach's alpha test. Cronbach's alpha for organizational justice questionnaire, organizational citizenship behavior

questionnaire, perceived organizational support questionnaire and for the whole questionnaire is equal to 0.77, 0.85, 0.97 and 0.96, respectively, which indicate that research questionnaire has an appropriate reliability.

## RESEARCH FINDINGS

Descriptive results of the present research indicate that 67.3% of people in research sample are female and 32.7% are male that among them, 57% have bachelor degree; 30.3% have master degree and 12.7% have doctoral degree. In terms of age also, 21.82% of the research sample are 30 years old or less; 32.73% are 31-40 years old; 18.19% are 41-50 years old and 27.72% are more than 50 years old. Also, 3.64% of research sample have blow 1 year of service, 14.54% have 2 - 5 years of service; 38.18% have 6-10 years of service, 25.45% have 11-15 years of service and 18.19% have more than 15 years of service.

In the following section for testing research hypotheses Kolmogorov-Smirnov test is used and its results are presented and next, Analytical results of research are presented.

**Table 1**  
**Results of Kolmogorov-Smirnov test**

<i>Variable</i>	<i>Organizational justice</i>	<i>Organizational citizenship behavior</i>	<i>Perceived organizational support</i>
Kolmogorov-Smirnov value	0.952	0.722	0.845
Sig.	0.325	0.675	0.473

Results of Kolmogorov-Smirnov test indicate that the distribution of research variables is normal and therefore, parametric tests can be used that Hierarchical regression analysis test has been used for research hypotheses analysis in this study.

Main research hypothesis: organizational justice with the moderating role of perceived organizational support has a significant effect on organizational citizenship behavior in Mostazafan Foundation of Islamic Revolution.

For predicting the changes in organizational citizenship behavior in Mostazafan Foundation of Islamic Revolution through organizational justice with the moderating role of perceived organizational support and for studying the relationship between them Hierarchical regression analysis has been used, the results of which are presented below:

For studying the relationship between organizational justice and organizational citizenship behavior in Mostazafan Foundation of Islamic Revolution with consideration of the moderating role of perceived organizational support, Hierarchical regression analysis in three models has been used. In the 1<sup>st</sup> model,

**Table 2**  
**Results of Hierarchical regression analysis for testing the effect of organizational justice with the moderating role of perceived organizational support on organizational citizenship behavior**

	<i>Model 1</i>	<i>Model 2</i>	<i>Model 3</i>
Organizational justice (independent variable)	0.345	0.156	1.523
Perceived organizational support (moderating variable)		0.470	1.174
$\Delta R^2$		0.185	
Organizational justice * perceived organizational support			-1.778
$\Delta R^2$			0.022
Total R <sup>2</sup>	0.119	0.304	0.327
Adjusted R <sup>2</sup>	0.102	0.278	0.287
F	7.162	11.377	8.242
Sig.	0.010	.000	.000

independent variables (organizational justice) has been entered into the model. In the 2<sup>nd</sup> model, in addition to the independent variable, the moderating variable (perceived organizational support) also has been entered into the model and finally, in the 3<sup>rd</sup> model, in addition to independent and moderating variables, interactive effect of independent and moderating variables also has been entered into the model. In the 1<sup>st</sup> model, the effect of organizational justice ( $\beta = 0.345$ ) has found to be significant. In this model the predicting variable explains 11.9% of the variance in organizational citizenship behavior in Mostazafan Foundation of Islamic Revolution. In the 2<sup>nd</sup> model, the effect of organizational justice ( $\beta = 0.156$ ) and perceived organizational support ( $\beta = 0.470$ ) have found to be significant in this model, predicting variables explain 30.4% of the variance of organizational citizenship behavior in Mostazafan Foundation of Islamic Revolution. In the 3<sup>rd</sup> model, interactive effect of organizational justice and perceived organizational support ( $\beta = -1.778$ ) on dependent variable has found to be significant. In this model, predicting variables explain 32.7% of the variance of organizational citizenship behavior in Mostazafan Foundation of Islamic Revolution. In other words, it can be said that organizational justice with the moderating role of perceived organizational support has a significant effect ( $p < 0.01$ ) on organizational citizenship behavior in Mostazafan Foundation of Islamic Revolution.

1<sup>st</sup> secondary research hypothesis: information justice with the moderating role of perceived organizational support has a significant effect on citizenship behavior toward coworkers in Mostazafan Foundation of Islamic Revolution.

For predicting the changes in citizenship behavior toward coworkers in Mostazafan Foundation of Islamic Revolution through information justice with

the moderating role of perceived organizational support and for studying the relationship between them, hierarchical regression analysis is used, the results of which are presented below:

**Table 3**  
**Results of hierarchical regression analysis for testing the effect of information justice with the moderating role of perceived organizational support on citizenship behavior toward coworkers**

	<i>Model 1</i>	<i>Model 2</i>	<i>Model 3</i>
Information justice (independent variable)	0.191	0.010	0.885
Perceived organizational support (moderating variable)		0.396	0.646
$\Delta R^2$		0.124	
Information justice * perceived organizational support			-1.018
$\Delta R^2$			0.009
Total R <sup>2</sup>	0.037	0.161	0.170
Adjusted R <sup>2</sup>	0.018	0.129	0.121
F	2.015	4.981	3.481
Sig.	0.162	0.010	0.022

For studying the relationship between information justice and citizenship behavior toward coworkers in Mostazafan Foundation of Islamic Revolution with consideration of the moderating role of perceived organizational support, hierarchical regression analysis in three models has been used. In the 1<sup>st</sup> model, independent variables (informational justice) has been entered into the model. In the 2<sup>nd</sup> model, in addition to the independent variable, the moderating variable (perceived organizational support) also has been entered into the model and finally, in the 3<sup>rd</sup> model, in addition to independent and moderating variables, interactive effect of independent and moderating variables also has been entered into the model. In the 1<sup>st</sup> model, the effect of information justice ( $\beta = 0.191$ ) has found to be significant. In this model the predicting variable explains 3.7% of the variance in citizenship behavior toward coworkers in Mostazafan Foundation of Islamic Revolution. In the 2<sup>nd</sup> model, the effect of information justice ( $\beta = 0.010$ ) and perceived organizational support ( $\beta = 0.396$ ) have found to be significant. In this model, predicting variables explain 16.1% of the variance of citizenship behavior toward coworkers in Mostazafan Foundation of Islamic Revolution. In the 3<sup>rd</sup> model, interactive effect of information justice and perceived organizational support ( $\beta = -1.018$ ) on dependent variable has found to be significant. In this model, predicting variables explain 17.0% of the variance of citizenship behavior toward coworkers in Mostazafan Foundation of Islamic Revolution. In other words, it can be said that information justice with the moderating role of perceived



organizational support has a significant effect ( $p < 0.01$ ) on citizenship behavior toward coworkers in Mostazafan Foundation of Islamic Revolution.

2<sup>nd</sup> secondary research hypothesis: information justice with the moderating role of perceived organizational support has a significant effect on citizenship behavior toward organization in Mostazafan Foundation of Islamic Revolution.

For predicting the changes in citizenship behavior toward organization in Mostazafan Foundation of Islamic Revolution through information justice with the moderating role of perceived organizational support and for studying the relationship between them, hierarchical regression analysis is used, the results of which are presented below:

**Table 4**  
**Results of hierarchical regression analysis for testing the effect of information justice with the moderating role of perceived organizational support on citizenship behavior toward organization**

	<i>Model 1</i>	<i>Model 2</i>	<i>Model 3</i>
Information justice (independent variable)	0.229	0.037	-0.189
Perceived organizational support (moderating variable)		0.419	0.250
$\Delta R^2$		0.139	
Information justice * perceived organizational support			0.387
$\Delta R^2$			0.017
Total R <sup>2</sup>	0.053	0.192	0.209
Adjusted R <sup>2</sup>	0.035	0.160	0.162
F	2.939	6.158	4.488
Sig.	0.092	0.004	0.007

For studying the relationship between information justice and citizenship behavior toward organization in Mostazafan Foundation of Islamic Revolution with consideration of the moderating role of perceived organizational support, hierarchical regression analysis in three models has been used. In the 1<sup>st</sup> model, independent variables (informational justice) has been entered into the model. In the 2<sup>nd</sup> model, in addition to the independent variable, the moderating variable (perceived organizational support) also has been entered into the model and finally, in the 3<sup>rd</sup> model, in addition to independent and moderating variables, interactive effect of independent and moderating variables also has been entered into the model. In the 1<sup>st</sup> model, the effect of information justice ( $\beta = 0.229$ ) hasn't found to be significant. In this model the predicting variable explains 5.3% of the variance in citizenship behavior toward organization in Mostazafan Foundation of Islamic Revolution. In the 2<sup>nd</sup> model, the effect of information justice ( $\beta = 0.037$ ) and

perceived organizational support ( $\beta = 0.419$ ) have found to be significant. In this model, predicting variables explain 19.2% of the variance of citizenship behavior toward organization in Mostazafan Foundation of Islamic Revolution. In the 3<sup>rd</sup> model, interactive effect of information justice and perceived organizational support ( $\beta = 0.387$ ) on dependent variable has found to be significant. In this model, predicting variables explain 20.9% of the variance of citizenship behavior toward organization in Mostazafan Foundation of Islamic Revolution. In other words, it can be said that information justice with the moderating role of perceived organizational support has a significant effect ( $p < 0.01$ ) on citizenship behavior toward organization in Mostazafan Foundation of Islamic Revolution.

3<sup>rd</sup> secondary research hypothesis: Interpersonal justice with the moderating role of perceived organizational support has a significant effect on citizenship behavior toward coworkers in Mostazafan Foundation of Islamic Revolution.

For predicting the changes in citizenship behavior toward coworkers in Mostazafan Foundation of Islamic Revolution through interpersonal justice with the moderating role of perceived organizational support and for studying the relationship between them, hierarchical regression analysis is used, the results of which are presented below:

**Table 5**  
**Results of hierarchical regression analysis for testing the effect of interpersonal justice with the moderating role of perceived organizational support on citizenship behavior toward coworkers**

	<i>Model 1</i>	<i>Model 2</i>	<i>Model 3</i>
Interpersonal justice (independent variable)	0.094	0.048	0.808
Perceived organizational support (moderating variable)		0.395	0.707
$\Delta R^2$		0.154	
Interpersonal justice * perceived organizational support			-0.886
$\Delta R^2$			0.003
Total R <sup>2</sup>	0.009	0.163	0.166
Adjusted R <sup>2</sup>	0.010	0.131	0.117
F	0.472	5.063	3.381
Sig.	0.495	0.010	0.025

For studying the relationship between interpersonal justice and citizenship behavior toward coworkers in Mostazafan Foundation of Islamic Revolution with consideration of the moderating role of perceived organizational support, hierarchical regression analysis in three models has been used. In the 1<sup>st</sup> model, independent variables (interpersonal justice) has been entered into the model. In the 2<sup>nd</sup> model, in addition to the independent variable, the moderating variable

(perceived organizational support) also has been entered into the model and finally, in the 3<sup>rd</sup> model, in addition to independent and moderating variables, interactive effect of independent and moderating variables also has been entered into the model. In the 1<sup>st</sup> model, the effect of interpersonal justice ( $\beta = 0.094$ ) hasn't found to be significant. In this model the predicting variable explains 9.4% of the variance in citizenship behavior toward coworkers in Mostazafan Foundation of Islamic Revolution. In the 2<sup>nd</sup> model, the effect of interpersonal justice ( $\beta = 0.048$ ) and perceived organizational support ( $\beta = 0.395$ ) have found to be significant. In this model, predicting variables explain 16.3% of the variance of citizenship behavior toward coworkers in Mostazafan Foundation of Islamic Revolution. In the 3<sup>rd</sup> model, interactive effect of interpersonal justice and perceived organizational support ( $\beta = 0.808$ ) on dependent variable has found to be significant. In this model, predicting variables explain 16.6% of the variance of citizenship behavior toward coworkers in Mostazafan Foundation of Islamic Revolution. In other words, it can be said that interpersonal justice with the moderating role of perceived organizational support has a significant effect ( $p < 0.01$ ) on citizenship behavior toward coworkers in Mostazafan Foundation of Islamic Revolution.

4<sup>th</sup> secondary research hypothesis: Interpersonal justice with the moderating role of perceived organizational support has a significant effect on citizenship behavior toward organization in Mostazafan Foundation of Islamic Revolution.

For predicting the changes in citizenship behavior toward organization in Mostazafan Foundation of Islamic Revolution through interpersonal justice with the moderating role of perceived organizational support and for studying the relationship between them, hierarchical regression analysis is used, the results of which are presented below:

**Table 6**  
**Results of hierarchical regression analysis for testing the effect of interpersonal justice with the moderating role of perceived organizational support on citizenship behavior toward organization**

	<i>Model 1</i>	<i>Model2</i>	<i>Model3</i>
Interpersonal justice (independent variable)	0.264	0.216	1.726
Perceived organizational support (moderating variable)		0.411	1.155
$\Delta R^2$		0.167	
Interpersonal justice * perceived organizational support			-1.762
$\Delta R^2$			0.011
Total R <sup>2</sup>	0.070	0.237	0.248
Adjusted R <sup>2</sup>	0.052	0.207	0.204
F	3.966	8.056	5.607
Sig.	0.052	0.001	0.002

For studying the relationship between interpersonal justice and citizenship behavior toward organization in Mostazafan Foundation of Islamic Revolution with consideration of the moderating role of perceived organizational support, hierarchical regression analysis in three models has been used. In the 1<sup>st</sup> model, independent variables (interpersonal justice) has been entered into the model. In the 2<sup>nd</sup> model, in addition to the independent variable, the moderating variable (perceived organizational support) also has been entered into the model and finally, in the 3<sup>rd</sup> model, in addition to independent and moderating variables, interactive effect of independent and moderating variables also has been entered into the model. In the 1<sup>st</sup> model, the effect of interpersonal justice ( $\beta = 0.264$ ) has found to be significant. In this model the predicting variable explains 7.0% of the variance in citizenship behavior toward organization in Mostazafan Foundation of Islamic Revolution. In the 2<sup>nd</sup> model, the effect of interpersonal justice ( $\beta = 0.216$ ) and perceived organizational support ( $\beta = 0.411$ ) have found to be significant. In this model, predicting variables explain 23.7% of the variance of citizenship behavior toward organization in Mostazafan Foundation of Islamic Revolution. In the 3<sup>rd</sup> model, interactive effect of interpersonal justice and perceived organizational support ( $\beta = 1.762$ ) on dependent variable has found to be significant. In this model, predicting variables explain 24.8% of the variance of citizenship behavior toward organization in Mostazafan Foundation of Islamic Revolution. In other words, it can be said that interpersonal justice with the moderating role of perceived organizational support has a significant effect ( $p < 0.01$ ) on citizenship behavior toward organization in Mostazafan Foundation of Islamic Revolution.

In the end, for studying the importance and priority of the dimensions of organizational justice Friedman's test has been used, the results of which have been presented below:

**Table 7**  
**Results related to importance of the dimensions of organizational justice in Mostazafan Foundation of Islamic Revolution**

<i>Variable</i>	<i>Rank average</i>	<i>Result (rank)</i>
Interpersonal justice	1.86	1
Information justice	1.14	2
Chi-Square		30.769
df		1
Sig.		.000

Results of Friedman's test indicate that there is a significant difference ( $p < 0.01$ ) in terms of importance among the dimensions of organizational justice in Mostazafan Foundation of Islamic Revolution. In a way that interpersonal justice (with an average rank of 1.86) has the first priority and information justice (with an average rank of 1.14) has the second rank.

## CONCLUSION

Contemporary human in his life is in continuous interaction with organizations. Family, school, university, workplace and in one word, organization include in all times of human life (Kazemi and Chookdeh, 2005). Contemporary approaches of organization, and management, especially human resources management with understanding this reality seek to create the necessary contexts for making positive changes in organizational life of contemporary human, the necessary contexts for improving this life and following that improving individual and organizational performance (Wendy, 2007). Bureaucratic system, all the efforts of managers have been toward achieving higher productivity with maintaining the pyramidal hierarchy of the organization. Therefore, there are superficial and unreliable relations between people in this system. However, in Human and democratic value system, correct and reliable relations are established among individuals. In such an environment the organization and its members are given the chance and opportunity to go ahead as much as they can (Islami and Sayar, 2007). With the entrance of democratic system as a political system and the necessity of people presence in governmental interactions, political sciences for obtaining proper scientific paradigms borrowed citizenship term from social sciences (Kazemi and Chookdeh, 2005). Emergence of citizenship term in organization and management science under the title of organizational citizenship behavior is considered as an integrated system adopted from social, political and educational sciences based on some assumptions which indicate to the importance of organizational citizenship behavior (Aoyagi et al., 2008). To this end, identification of the effective factors on organizational citizenship behaviors have a great level of importance.

Studies regarding organizational justice during the past 30 years have had a considerable growth and includes laboratory and field studies. Organizational justice refers to the just and Ethical behavior of the people inside an organization (Amirkhani, 2005; Sotvat, 2010).

The concept of justice in organizational is rooted in topics related to social psychology about distributive justice. Distributive justice deals with the perceived fairness from outcomes and is consider as a potential factor with important usage in organizational fields (Azar *et al.*, 2010).

Today's organizations in fact are a miniature form of the society and realization of justice in them is equal to realization of justice in the level of society therefore today, organizational justice like other important factors in organizational behavior including organizational commitment and job satisfaction has found a special place in management contexts. Studies and researches in this field have shown an increasing rhythm of growth and the result of these studies is are the new achievements in this field. Hence, managers in today organization cannot be indifferent to this stance, because justice like other human needs is raised and will

be raised as a need (Bohlooli Zinab *et al.*, 2010). If managers in organizations are seeking to gain development and improvement in their organizations, they should be able to create a perception of justice in their organization and among their employees. Without creating the proper context for justice perception and fairness, organizations will have numerous problems in motivating and guiding their employees. Greenberg (1990) believes that organizational justice perception is a fundamental necessity for effective functioning of organizations and personal satisfaction of those who are working in an organization. Also, justice perception plays an important role in shaping attitudes and behaviors of the employees (Ronald, 2005). Therefore, it can be said that injustice in an organization, damages mental health of employees and dignity of human beings and causes a reduction in loyalty and eventually becomes a threat for the whole organization (Eisenberger, 1997).

Studies show that organizational justice and organizational support of employees strongly increases commitment and reduces turnover and increases job satisfaction and performance on a average basis (Moradzadeh *et al.*, 2011). The concept of “perceived support from organization” has been entered from psychology into the literature of management and from the very beginning it has been welcomed by organizational researchers and executive manager. Perceived support from organization is related to the employees’ belief regarding the fact that how much the organization value their cooperation and how much it care about its employees’ welfare (Shanock & Eisenberger, 2006). Now that two decades have passed from the beginning of studies in this field and day by day its importance is increasing reviewing it is necessary.

The present study has been conducted with the aim of exploring the effect of organizational justice on organizational citizenship behavior through the moderating variable of organizational perceived support in Mostazafan Foundation of Islamic Revolution that the results indicate that organizational justice and its dimensions with the moderating role of perceived organizational support have a significant effect ( $p < 0.01$ ) on organizational justice in Mostazafan Foundation of Islamic Revolution. Also, the results of Friedman’s test indicate that there is a significant difference ( $p < 0.01$ ) between the dimensions of organizational justice in Mostazafan Foundation of Islamic Revolution in terms of importance that this finding is consistent to the findings of previous studies.

In today’s variable conditions, organizations for achieving higher efficiency and effectiveness and eventually achieving their set goals have to pay enough attention to their human resources. Attitudes of individuals more than anything affects their efficiency and performance and organizational behavior and rules and regulations also affect performance and therefore, it can be said all these factors determine attitude of individuals toward organizational justice and employees will behave according to it and the results of the present study also can be considered to be in the same line.

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