



**The Relationship Between Organizational Justice  
And Organizational Citizenship Behavior: Charity  
Organizations in Erbil in Iraq**

**Business Administration**

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# Research Aim

- The aim of this study is combining the organizational justice with the organizational citizenship behavior of the charity organizations in Erbil\Iraq, and determining the reflection of charity organization employees.

# Organizational Justice Concept

- Organizational justice is defined as an “employee’s belief on justice that is included in particular organization rules. A justice is adopted when action with dedication exist from the management’s point of view about the employee through their great morality by some law standards, the way ethics and religion



# OJ Dimensions

- **1. *Distributive Justice:*** Distributive justice is showed by the fairness of the results such as the employees' promotion and pay.
- **2. *Procedural Justice:*** Procedural justice refers to how employees become aware of equity in the process via which outcomes are reached and choices made.
- **3. *Interactional Justice:*** The newly formed term of justice, it means the personal treatment of employees and what activities are assigned which indicate the relationship between the subordinate and the supervisor.

# OCB Concept

- The OCB is theorized by the writers Organ and Bateman (1983) defining the perspective of OCB as an important effort that is related to that behavior of employees which works after and before the scheduled tasks.

# Research Methodology

- ❖ Quantitative Method
- ❖ Distributed questionnaire were 370 forms and the received forms are 358.
- ❖ There are more than 170 international charity organizations which are submitted in NCCI department (NCCI, 2019), we could reach 82 of them through email and hardcopy forms.
- ❖ Questionnaire Part One: (Demographic)
- ❖ Questionnaire Part Two:
  1. OJ which developed by OJ, Niehoff and Moorman's (1993).
  2. OCB which is developed by Podsakoff, MacKenzie, Moorman, and Fetter (1990).

# Research hypothesis

- **H1:** Organizational justice effects significantly on OCB
- **H2:** Distributive justice effects significantly on OCB
- **H3:** Procedural justice effects significantly on OCB
- **H4:** Interactional justice effects significantly on OCB

## Table, 1 Demographic

Demographic		Frequency	Present
Gender	Male	209	% 58.4
	Female	149	% 41.6
Marital state	Married	235	% 65.6
	Single	123	% 34.4
Ages	18 to 27	20	% 5.6
	28 to 35	223	% 62.3
	36 to 49	98	% 27.3
	50 to 65	10	% 2.8
	More than 66	7	% 2.0
Work Experience	Less than 18	1	% 0.3
	1 to 3 years	68	% 19.0
	4 to 6 years	138	% 38.5
	7 to 9 years	60	% 16.8
	10 to 15 years	84	% 23.4
	More than 15	7	% 2.0
Education	Primary	4	% 1.1
	High school	8	% 2.2
	Institute	35	% 9.8
	University/Bachelor	258	% 72.1
	Master	38	% 10.6
	PhD	15	% 4.2
<b>Total</b>		<b>358</b>	<b>%100</b>



## Table, 2: Cronbach's Alpha

Scales	Number of Questions	Cronbach's Alpha	Means	Std. Deviations
Organizational Justice	20	0.845	3.85	0.40
Distributive	5	0.760	3.72	0.54
Procedural	6	0.795	3.85	0.50
Interactional	9	0.835	3.93	0.43
OCB	24	0.819	3.94	0.41

**Table 3, Correlation Analysis between OJ, OCB and OJ's Dimensions with OCB**

Scales	Organizational Justice	Distributive	Procedural	Interactional	OCB
Organizational Justice	1				
Distributive	0.679**	1			
Procedural	0.882**	0.325**	1		
Interactional	0.949**	0.480**	0.858**	1	
OCB	0.795**	0.424**	0.768**	0.784**	1

**Table 4, Simple Regression Analysis between OJ and OCB**

<b>Independent Variable</b>	<b>R2</b>	<b>Adjusted R2</b>	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>	<b>t</b>	<b>Sig.</b>
<b>Constant</b>	0.631		0.837	0.126		6.623	0.000
<b>Organizational Justice</b>	0.631	0.630	0.805	0.033	0.795	24.697	0.000

**Table 5, Multiple Regression Analysis between OJ dimensions and OCB**

Independent Variables	Adjusted R	Adjusted R Square	B	Std. Error	Beta	t	F	Sig.
(Constant)	0.657	0.654	.892	.124		7.204	226.176	.000
Distributive			.081	.028	.106	2.927		.004
Procedural			.326	.051	.394	6.393		.000
Interactional			.380	.064	.395	5.947		.000

# Conclusion and Recommendation

- Competition between companies has increased, organizations should more care about OJ and OC behavior to continue with the competition. This article was conducted to test the relationship between OJ and its dimensions with OCB were tested in charity organizations of city of Erbil in Iraq.
- H1, H2, H3 and H4 accepted.
- This result supported that having organizational justice makes a change in the employees' behavior. Increasing and applying justice in the charity organizations, especially charities encourage everyone to work as volunteers. If the roles are given for all the employees equally this increases their citizenship behavior.

**This is the End**

**Massive Thanks For Attending**