Mediating Role of Perceived Organizational Justice on the Relationship between Perceived Organizational Policy and Citizenship Behavior of sports experts in Tehran Municipality

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A R T I C L E   I N F O

A B S T R A C T

The purpose of this study was to investigate the effect of organizational justice on the relationship between organizational policy and organizational citizenship behavior of sports experts in Tehran Municipality. The statistical population of the present study was all the experts of 22 districts of Tehran Municipality (N= 1800) and the statistical sample according to Cochran's formula was equal to 317 people. Finally, out of 350 distributed questionnaires, 323 questionnaires were found to be valid. A four-part questionnaire was used to collect the research data. The validity of the questionnaires was confirmed by 5 experts and Cronbach's alpha coefficient was used in the pilot study for assessing the reliability of the research tool. Conducting Pearson correlation test as well as structural equation modeling through SPSS and LISREL software were used to examine the research hypotheses. The results of Pearson test showed a negative and significant relationship between organizational policy and organizational citizenship behavior (-0.51) and regression analysis of the study showed that 32% of changes in citizenship behavior could be predicted by organizational justice and organizational policy variables (32/32). Testing the research model revealed the indirect effect (mediated by perceived organizational justice) and direct effect of perceived organizational policy on organizational citizenship behavior. Moreover, the coefficient of direct impact (-0.183) of perceived policy on organizational citizenship behavior was found to be more than its indirect effect (-0.705).

Introduction

Theostudy of employees' behavior in the workplace has long been considered by management scholars and with the emergence of organizational behavior in the 1960s, this became more serious (Bahadori & Dehghan, 2017). Today's organizations need more efficient and effective human

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resources than ever before, because employees are the most important factor in achieving their goals, and this becomes more prominent when employees consider the organization's goals inseparable from their goals (Goodarzi et al., 2018). Organizational behavior management as one of the most popular areas of management is trying to focus on the behavior of human resources, accelerate the movement of organizations to achieve organizational excellence, and achieve its goals (Borooki Milan et al., 2016). The complete changing and governing conditions of organizations, as well as increasing competition and the need for their effectiveness in such conditions, has revealed the need for a valuable generation of employees more than ever. These employees are undoubtedly the distinguishing feature of effective organizations from ineffective ones (Raminmehr et al., 2009). In fact, the organization, as a unique and living organism (Goodarzi, 2011), needs a strong connection between its elements and components for survive and stability (Raminmehr et al., 2009). Manpower can be called the most effective element in the survival of the organization (Podsakoff et al., 1990), which play a significant role in the success and instability of organizations. There are various divisions in improving organizational performance. Ghasemzadeh et al. (2014) have summarized the factors affecting performance at the organizational level in the following cases: organizational structure, organizational environment, policies, organizational procedures and organizational culture. For more than three decades, political behavior has been an important area of research in the organization; Political behavior in the organization is often hidden and influenced by differences in perceptions and attitudes of employees and is determined by the nature of action or people's perception of reality (Seyednazari et al., 2017); The politicization of an organization's environment is different from the employees' point of view, because their perceptions and perceptions are different, which can affect people's desire to communicate (Borooki Milan et al., 2016). Political behavior is the sum of negative or positive actions that the organization does not formally authorize. In times of ambiguity, absence or deficiency of rules of behavior and decision-making, as well as scarcity or limitation of organizational resources, traces of organizational policy are formed (Sadeqian, 2013). Perception of organizational policy is the result of the perception of the behavior of others and organizational events by the perceiver, which can be positive or negative (Fedor & Maslyn, 2002). Perception of organizational policy is defined as people's perception of the behavior and actions of people who are interested in their own interests, which can have positive or negative effects, so that many studies on the negative relationship between this concept and citizenship behavior, job performance, And on the other hand showed a positive relationship with leaving the job (Seyednazari et al., 2017). Borooki et al. (2015) consider organizational policy as strategic behaviors that are used to maximize personal interests; it is therefore in conflict with the group goals or interests of others. According to organizational theories, at each stage of an organization's life, specific political activities occur, which are listed in the table below:

Table 1. Political Activities in the Life Cycle of the Organizations

Formation stage	Growth stage	Puberty stage	Sink stage
Because of the reliable conditions and absolute power of the entrepreneur, political activity is at zero.	At this stage, efforts are focused on organizational growth and there is little political action.	Groups pay attention to their own interests, conflicts take shape. The organization becomes more complex and political acts are formed.	Uncertainty is high. The rate of political acts reaches its peak.

When it is said that politics is related to the "distribution of advantages and disadvantages within the organization"; The scope of the definition is so wide that it includes various political behaviors such as not giving information to decision makers, spreading rumors, exaggeration, leaking confidential information about the activities of the organization and falling into the hands of the mass media (Moradi Chaleshtari, 2008); Thus, as can be seen, individuals' perceptions of organizational justice can affect their political behavior with others (Ebrahimi, 2008). In fact, today's organizations are

considered a miniature of society and the realization of justice in them is the realization of justice at the community level (Raminmehr et al., 2009). In the literature of organization and management, the word justice was first coined by Greenberg (1987); In fact, organizational justice is the degree to which employees feel that the rules, procedures, and organizational policies of their work are fair (Rahmani & Joneidi, 2018). According to Chelludarai, organizational justice is important from three perspectives: First, society ethically expects an organization to follow the standards of justice agreed upon by the whole society, because managers are expected to be responsible for social institutions. Commercially, if people think that an organization is not treating them fairly, they may boycott that organization and its services. Similarly, employees do not use all their efforts and cooperation in the organization and their dissatisfaction will lead to reduced productivity of the organization. Legally, if the managers of the organization do not treat their employees, customers or shareholders fairly, they can pursue the violations of justice by the managers of that organization through legal authorities (Niehoff & Moorman, 1993) and (Moqbelbaarz & Hadavinezhad, 2008).
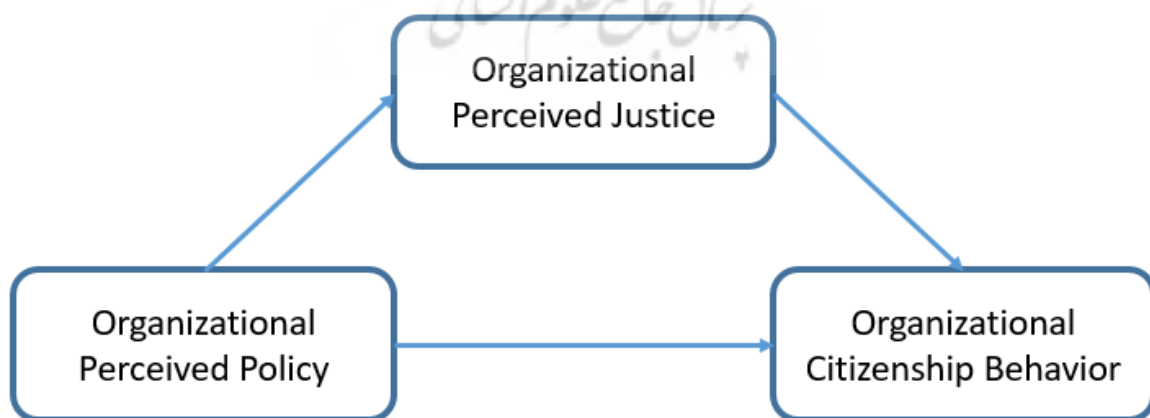
Nowadays most researches focuses on intra-functional and meta-functional roles; Organizational researchers have come to the conclusion that some employees contribute to the efficiency of their organization by performing responsibilities beyond the tasks assigned to them in their jobs. This means that they are doing additional collaborations that are neither necessary nor anticipated (Somech & Oplatka, 2014). The most common term used for this phenomenon in organizations is organizational citizenship behavior. The term organizational citizenship was first used by Organ and colleagues in 1983, and the development of this concept stems from Bernard's 1938 writings on willingness to collaborate and Katz's study of spontaneous and innovative practices and behaviors in 1964, 1966, and 1978. Is (Bahrami et al., 2017). Kokmaz and Arpachi (2009) consider organizational citizenship behavior as a set of voluntary behaviors that are not part of an employee's formal duties, but improve organizational performance. Padsakov et al. (1990) identified five dimensions of organizational citizenship behavior, which are: 1- altruism 2- conscientiousness 3- politeness and kindness 4- chivalry 5- civic virtue.

In recent years, the relationship between citizenship behavior and organizational policy has been considered by many researchers (Jam et al., 2011), (Tepper et al., 2011) and (Bahrami et al., 2017). Although various theories about the relationship between these two variables have been proposed, but the nature of this relationship is still clearly not specified; In general, there are two different views on the relationship between organizational citizenship behavior and perceived organizational policy (Shariati Feizabadi, 2012): The theory of "social exchange" that considers the organization as a place of business in which employees in return for time and effort to the organization pays, receives salary, job security and promotion. In politicized work environments, organizations do not have the ability to reward each individual for how well he or she performs, and rewards are based on merits such as membership in a group, power, and ultimately retaliatory motivations. As a result, employees working in politicized environments perceive a weak correlation between their effort at work and the amount of benefits they receive (such as pay) and their socio-emotional status (such as trust). According to this theory, employees who work in this type of organization will not devote their time and effort to improving their job performance. In addition, when an employee experiences this unequal relationship, he or she first eliminates his or her extra-role behaviors.

On the other hand, "stress theory" explains the relationship between perceived organizational policy and organizational citizenship behavior on a broader level than social exchange theory. According to the job stress framework first proposed by Folkman and Lazus (1984), employees respond to their organizational environment according to their interpretation of existing reality. As a theory of social exchange, perceptions of the political environment are associated with ambiguity, uncertainty, and loss of honesty for employees, and employees operating in politicized environments do not receive clear information about how to behave as expected to receive job rewards. Contrary to social exchange theory, the stress literature states that organizational policy should not always be defined as a negative and risky factor for the organization; because the inherent ambiguity in politicized work environments in itself leads to different interpretations of the work environment. Meanwhile, people who are able to adapt to politicized environments try to invest in activities that lead to organizational

rewards. In this situation, employees use organizational citizenship behavior to take advantage of this opportunity and political work environment. Crawford et al. (2019) have identified a long list of influence tactics used by employees in organizational policies (23): "Exchange of interests, recruitment, etiquette, manipulation, consulting, oversight, organizational positioning" , Persuasion and coercion, dealing with uncertainty, intimidation, information control, legalistic tactics, use of surrogates, unrealistic imagery, lawlessness tactics, networking, flattery, senior goals, providing resources, using expertise experience, sitting around others, blaming or attacking others, foreign experts and forming coalitions". Goodarzi et al. (2015) in their research reported a significant negative relationship between perceived organizational justice and participation in teamwork of faculty members of the Faculty of Physical Education in Tehran (2); Jam et al. (2011), in a study examining the relationship between perception of Job Outcomes (job stress, job commitment, and retirement) among 300 Pakistani public and private sector employees. In this study, he used political skills as a moderating variable. He reported a significant negative relationship between perceptions of politics and job commitment. On the other hand, a positive and significant correlation was reported between perceived policy and job stress and employee turnover (Jam et al., 2011). Bahrami et al. (2016) in a study of 650 employees of the Ministry of Science, Research and Technology of Iran showed that political behavior had a strong negative relationship with citizenship behavior. Rahmani Seresht and Junidifar (2015) in an article examined the impact of organizational justice on citizenship behavior on 141 employees of private companies and showed the perception of justice in the distribution of rewards and behaviors mediated by job commitment on the citizenship behavior of study sample. Sadeghian (2013), in his report entitled "coherence in the organizational policy literature", stated that personality traits are very important in the political participation of employees. Employees are related to their ability to control what happens in the organization to the extent of their political interference in the organization (Sadeqian, 2013).

In the meantime, considering the prominent role of organizational citizenship behavior, organizational justice and organizational policy in improving employee performance and consequently increasing the productivity of Tehran Municipality Sports Organization as the main trustee of citizenship and public sports, the largest and most populous metropolis, this research will seek to answer the question whether organizational justice as a moderating variable, has the ability to weaken or strengthen the relationship between organizational policy and the citizenship behavior of sports experts in Tehran Municipality? On the other hand, considering the continuous shifts of the heads of this organization in recent years and the unbalanced use of human resources in different parts of this organization, what is the state of their perception of justice, political atmosphere and the incidence of extra-role behaviors?. Finally, the conceptual model of the research is shown in the following figure:

Figure 1. The Conceptual Framework

Method

According to the main purpose of this study, which mediated organizational justice on the relationship between organizational policy and organizational citizenship behavior of sports experts in 22 districts of Tehran Municipality, the most appropriate method for this study was a descriptive survey method. The statistical population of the study was equal to 1800 employees of this organization in 22 districts of Tehran Municipality. According to the Cochran's formula, the proper sample size was found to be 317 participants. After distributing 350 questionnaires, 323 were completed and returned. The research tool was a 4-part questionnaire that was examined in the first part of the demographic information of the study sample (age, degree, marital status, work experience, type of employment contract) and then the questionnaires of study variables which are separately: Questionnaire Perceived Organizational Policy (POP); This questionnaire was developed by Kacmar, Ferris and Ferguson (1991) and consisted of 15 questions by which general political behaviors, political work in expressing opinions, policies related to payment and promotion were evaluated; Perceived Organizational Justice Questionnaire (JS); This questionnaire was prepared by Niehoff and Morman (1993) and consists of 20 questions by which three dimensions of organizational justice (distributive justice, procedural justice and interactive justice) were measured. Organizational Citizenship Behavior Questionnaire (OCB) was developed by Padsakov et al. (1990) consisted of 24 items by which five dimensions of organizational citizenship behavior (conscientiousness, politeness and kindness, altruism, chivalry and civic virtue) were assessed. In this research, descriptive and inferential statistic such as mean, standard deviation, frequency tables, Cronbach's alpha, correlatione matrix and structural equation model were presented by LISREL and SPSS software.

Results

Descriptive findings of the study showed that among 323 subjects, 131 were female (40.5) and 192 were male (59.4); Of these, 31% had a diploma and below, 53% had a bachelor's degree, 13% had a master's degree and 2% had a doctorate.

Table 2. Correlation Matrix of Components

Variable	Components	Average	Standard deviation	Reliability (α)	1	2	3	4	5	6	7	8	9	10	11
Organizational Policy	General Behaviors	2.248	0.559	0.713	*										
	Expressing opinions	2.265	0.251	0.862	-0.34	*									
	Payment & Promotion	2.352	0.297	0.711	-0.28	-0.51	*								
Organized justice.	Distribution	4.154	0.370	0.705	-0.45	-0.33	-0.61	*							

The behavior of organized citizenship

Variable														
Procedural Relativeness	4.155	0.312	0.761	-0.61	-0.30	-0.62	0.34	*						
Relativeness	4.142	0.317	0.892	-0.55	-0.44	-0.77	0.14	0.19	*					
Altruism.	4.168	0.355	0.861	-0.19	-0.22	-0.52	0.49	0.40	0.59	*				
Conscientiousness.	4.136	0.396	0.814	-0.26	-0.32	-0.47	0.54	0.38	0.41	0.58	*			
Courtesy and kindness.	4.195	0.328	0.798	-0.39	-0.19	-0.28	0.68	0.22	0.32	0.46	0.38	*		
Fairness	4.293	0.299	0.732	-0.51	-0.20	-0.55	0.82	0.56	0.74	0.44	0.69	0.72	*	
Civil virtue.	4.140	0.367	0.811	-0.17	-0.11	-0.42	0.77	0.49	0.66	0.63	0.29	0.63	0.57	*

Table 2 shows the mean, standard deviation, Cronbach's alpha coefficients and the correlation of the studied variables; The correlation coefficient between organizational justice with organizational citizenship behavior (0.38), organizational justice with organizational policy (-0.29), and organizational policy with organizational citizenship behavior (-0.51). The correlation between the other components is at a significance level of 95%:

According to Table 3, there is a significant relationship between organizational citizenship behavior (criterion variable) with perceived justice and perceived policy (predictor variables) (F = 0.381 and sig = 0.001); It can be said that 32% of changes in citizenship behavior can be determined by predictor variables ($R2 = 0.32$).

Table 3. Summary of Multivariate Regression Model

N	F	R	Adjusted R^2	R^2	Sig
161	381.03	0.55	0.47	0.32	0.000

The results of multivariate regression also showed that perceived organizational justice and perceived organizational policy have the ability to predict organizational citizenship behavior (Table 4). The results of regression line slope (β) for predictor variables show that there is a relationship between organizational citizenship and perceived organizational justice (0.54) and perceived organizational policy (-0.22). The beta standard coefficient also reports perceived organizational justice (0.39) and perceived organizational policy (-0.25) as the most important predictors of organizational citizenship behavior, respectively.

Table 4. Impact Coefficients of the Model Explaining the Citizenship Behavior of the Organization

Variables	Beta non-	Benchmark	Beta	T	Sig

	standard coefficient	error	Standard Coefficient		
Fixed	3.31	0.29	-	16.66	0.013
Organizational Justice	0.54	0.90	0.39	7.14	0.001
Organizational Policy	-0.22	0.13	-0.25	2.80	0.001

In LISREL software, the smaller ratio of Chi-square to the degree of freedom, and the smaller the RMSEA index, the better the fitted model. According to the findings of the above figure and the obtained indices (λ = 252/114, RMSEA = 0.084, GFI = 0.86 and AGFI = 0.81) and the ratio of df / λ = 2.04 of the studied model it has a good fit (8).

Considering that the ultimate goal of this study was to investigate the effect of perceived organizational justice on the relationship between perceived organizational policy and organizational citizenship behavior, using the structural equation method, the hypothesis model was developed as Figure 2.
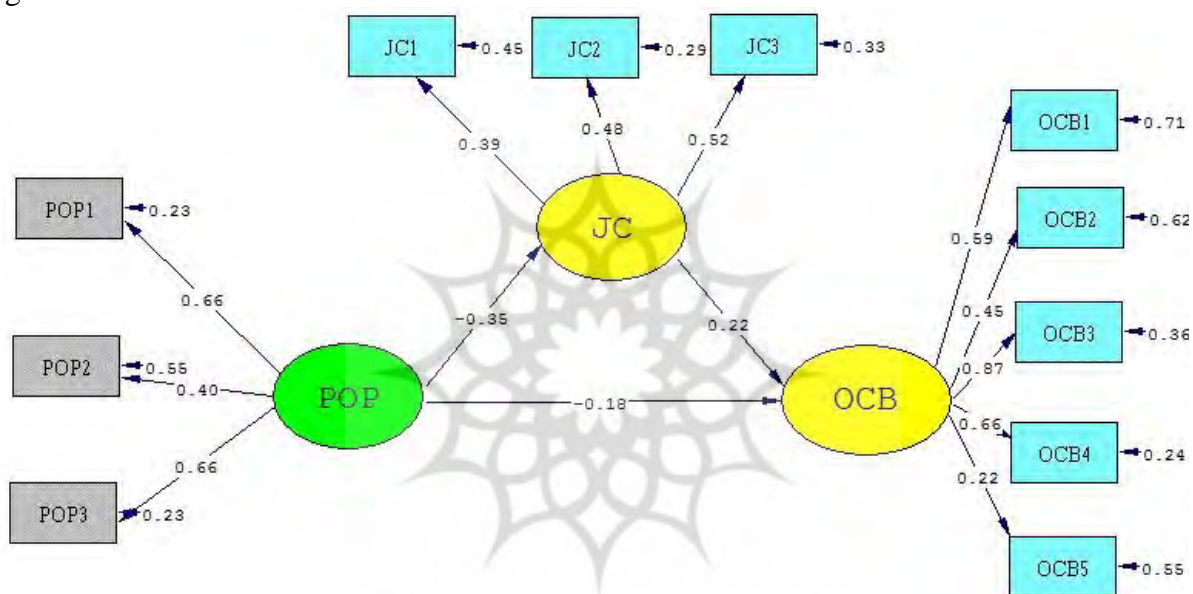
Figure 2. Structural Equation Model of Variables
(JC: Justice, OCB: Citizenship Behavior, POP: Organizational Policy)

Table 5 also shows the direct and indirect impact (mediated by perceived organizational justice) of perceived organizational policy on organizational citizenship behavior. According to this table and the coefficients of impact, the negative and direct effect of perceived organizational policy on organizational citizenship behavior (-0.183) is more than the case of using the perceived justice variable as a moderator variable (-0.0705).

Table 5. Estimation of Coefficients of Direct and Indirect Impact

Variable/Coefficient	Indirect	Direct
Organizational Policy	218*348	183
Organizational Justice	-	218

Discussion and Conclusion

Today, organizations, with increasing attention to their human resources, tend to lead them to tasks beyond their formal duties in order to be able to guarantee their survival and success in the competitive and modern environment of world; One of the obvious examples of inequality in organizations is that employees feel that they are considered as second-class people and

organizational positions and titles are defined and divided differently; Therefore, the present study also tried to provide a clear picture of the situation of the political space of Tehran Municipality Sports Organization, organizational citizenship behavior to mediate the role of employees' perception of organizational justice; Findings indicate that due to the smaller indirect effect of perceived organizational policy on organizational citizenship behavior of Tehran Municipality sports experts, perception of the political environment directly affects organizational citizenship behavior and perceived organizational justice has a moderating role. Does not play a role in this regard.

Findings showed that in addition to the direct impact on organizational citizenship behavior of Tehran Municipality sports experts, perceived organizational policy, through perceived organizational justice can also affect the dependent variable (organizational citizenship behavior); Also, its indirect effect (through perceived organizational justice) is greater than its direct effect. Therefore, this study not only reported our knowledge about the relationship between perceived organizational policy and perceived organizational justice of sports experts in Tehran Municipality, but also emphasized their role as a precursor to organizational citizenship behavior and the occurrence of employee role-playing behaviors.

Considering the significant negative correlation between perceived organizational policy and organizational citizenship behavior, the findings of the present study indicate that the increasingly political perception of Tehran municipal space leads the experts of this organization to further reduce role-playing and voluntary behaviors; The findings of this part of the study are consistent with the results of Seyed Nazari et al. (2016) and Bahrami et al. (2016); Considering the common employee space between this study and Bahrami et al. (2016), it is suggested that the managers of the sports organization with full knowledge of the situation of their manpower try to make the political space of the sports organization transparent for employees. Another point is that, considering the predictive role of perceived organizational justice on the citizenship behavior of sports experts in Tehran Municipality, it can be said that the perception of justice by these experts will increase their citizenship behaviors and their role. Finally, it improves and enhances individual and organizational performance. These results are consistent with the findings of Rahman Seresht and Junidi Jafari (2015) in which they used job commitment as a savior between organizational justice and citizenship behavior. It seems that increasing people's understanding of how to provide rewards can help managers of sports organizations in strengthening citizenship behavior and, consequently, organizational productivity. Findings of the present study with the results of Rahimnia and Hassanzadeh (2009), which perceived justice as a variable to moderate the relationship between perception of the political space of the organization and the lack of communication of branch staff of one of the banks in Khorasan Razavi province on the lack of direct effect of justice The perception is consistent with the relationship between the two variables. Moqbel Ba and Hadavi Nejad (2009) explained the moderating effect of organizational spirituality on the relationship between organizational citizenship behavior and perceived organizational policy of official staff of public universities in Tehran, the findings of this study with the results of the present study based on Consistent with the negative and significant relationship between perceived organizational policy and organizational citizenship behavior.

Tehran Municipality Sports Organization, as the custodian of Tehran metropolitan sports, in order to adapt to increasing, rapid, complex and uncertain changes in the environment, needs employees and managers who have high performance, so that while increasing productivity, it can better fulfill its duties in line with its goals. Develop physical education and civic sports. Therefore, recognizing and studying the variables affecting the performance of human resources in the Tehran Municipality Sports Organization is an issue that has received less attention from the managers of this organization and researchers. From a practical point of view, it is possible to suggest to the managers of Tehran Municipality to increase the citizenship behaviors of the experts of this sport to provide a clear picture of the state of justice in their organization and reduce the lobbies and groupings of people pave the way for creating a healthier atmosphere and improving the performance of experts in the sport. To the managers of Tehran Municipality Sports Organization, it is recommended:

1) Facilitate and share more and more sports experts in organizational decisions as creating a

stronger commitment on their part to achieve organizational goals.
2) Provide a clear picture of the organization's assets and try to respond to the reasons created in the minds of sports experts of this organization.
3) Delegation with supervision of authority to sports experts in order to empower them.
4) Paying attention to the needs of each sports expert and creating opportunities for them to flourish as much as possible.

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