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## Relationship between Job satisfaction, Organizational commitment and Organizational Justice with Organizational Citizenship Behavior in Physical Educators

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### Abstract:

Objective of this study was designing of organizational citizenship behavior prediction model for physical educators from job satisfaction, organizational commitment and organizational justice. The survey was conducted by Applied Research. The population included all physical educators who were working in Kerman in the 1392-1393 academic years. The total number (273 teachers) was selected as samples. Standardized questionnaires consist of the organizational justice developed by Niehoff and Moorman (1993), organizational commitment developed by Allen and Meyer (1991), job satisfaction Minnesota (1997) and OCB developed by Padsakoff et al (2000) were used to collect information. The Cronbach Alpha Reliabilities for organizational justice, organizational commitment, job satisfaction and organizational citizenship behavior scale in order were 0.95, 0.86, 0.88 and 0.81. For analysis of research findings Pearson correlation, multiple regression and structural equation modeling techniques used for data analysis by software LISREL8, SPSS19 with a 95% confidence.

Results showed significant relationships between job satisfaction, organizational commitment, and organizational justice with organizational citizenship behavior. Internal and external Job satisfaction, affective commitment and interactional justice were the best predictors for organizational citizenship behavior. Furthermore, path analysis indicated that job satisfaction directly related to organizational citizenship behavior, but organizational commitment and organizational justice indirectly by influencing on job satisfaction influenced on organizational citizenship behavior.

**Keywords:** Job satisfaction, organizational commitment, organizational justice, organizational citizenship behavior (OCB), physical educators.

### Introduction

In order to improve the management and access to organizational objectives, managers are forced to study human behavior and how to shape it. (Rezayian, 2005). Experts to predict and describe the behavior, try to identify individual characteristics, personality, how they interact and communicate with each other. And tries to search for the causes and factors affecting organizational behavior such as organizational citizenship behavior, organizational justice,

attitudes and desires of individuals, Organizational commitment, job satisfaction, organizational culture and other variables in order to achieve organizational goals and determine the effectiveness of managers and employees in the organization (Rezayian, 2003). The results of some studies show that people who have a positive attitude towards the organization, with more satisfaction, higher organizational commitment, and perceived fairness are more and better job performance and, ultimately, a better corporate citizen and organizational goals also takes into desired shape (Kelly, 2005, Colquitt, 2001).

OCB represents the related business activities, voluntary and directly and implicitly through formal job descriptions and reward systems, organized and ultimately improve the efficiency and effectiveness of the organization (Mohamed, 2004). Organ(1998) dimensions of organizational citizenship behavior, civic virtue, altruism, conscientiousness, sportsmanship and Courtesy for it. Padoskoff et al (2000) argue, examine predictors of organizational citizenship behavior such important areas of research in the field of organizational behavior. Experts in the field say that a set of conditions must be provided to employees in the organization and also the possibility of this type of behavior provided by the staff. Knowing the risk factors and correlates of organizational citizenship behavior it is important to determine the factors, organizations can strengthen the measures to have them and Thereby allowing better utilization of organizational citizenship behavior outcomes achieved and the issues that seem to have a relationship with the organization citizenship behavior Such as job satisfaction, organizational commitment and organizational justice noted. Job attitudes directly impact on organizational citizenship behaviors.

The key job attitudes in organizational studies, job satisfaction and organizational commitment are job satisfaction and positive feelings about the jobs that will be created as a result of the evaluation of various properties (Robbins and Judge, 2009). According to Herzberg's two-factor theory of job satisfaction, including 2 of intrinsic job satisfaction (perceived degree of job satisfaction of employees) and extrinsic job satisfaction (the degree of employee satisfaction with working conditions, policies and incentive systems related to work) (Chiu and Cohen, 2005). Job attitudes directly impact on organizational citizenship behavior and organizational commitment is actually kind of attitude toward work And shows the dependence of the employee to a particular organization and the extent to which objectives and wishes to maintain her relationship with the organization is Organizational commitment and dedication of three components: affective (emotional bond with the organization and believe in its values), Continuous commitment (economic value of maintaining a relationship with the organization compared to its left) and normative commitment (Forced to stay in the spiritual or moral reasons) is formed (Robbins and Judge, 2009). The first factor is social justice, health institutions (Esmail, 2008). Justice notion about what is considered fair in the workplace and distributed three aspects (perceived fairness of the results), Procedure (perceived fairness of the process used to determine the results) and interactive (perceptions of the dignity and respect in dealing with him) is (Robbins and Judge, 2009).

Sohrabi et al (2010), Soltan Hussein et al (2013), Wang (2011), Jafari (2012) and Haidari et al (2012) showed that between organizational justice And organizational citizenship behavior are related. Moorman (1993) and Jafari (2012) showed that procedural justice leads to organizational citizenship behavior, While Heidari et al (2012) and Soltan Hussein et al

(2013) showed that the interaction between justice and organizational citizenship behavior are related.

The relationship between job satisfaction and organizational citizenship behavior; Lester et al (2008) and Intaraprasong (2012) showed that the relationship between job satisfaction and organizational citizenship behavior there. Rostami et al (2009) the liability component and Jamali et al (2009) components of the nature of the work, satisfaction and satisfaction of staff salaries and benefits, as predicted OCB introduced. The result of research on job satisfaction Rostami refers on intrinsic job satisfaction and Jamali refers to the extrinsic job satisfaction. Meanwhile Zeinabadi and Salehi (2011) showed that the intrinsic job satisfaction indirectly influence on organizational citizenship behavior, Continued research on the factors affecting organizational citizenship behavior, and Chia and Tsai(2007), Leo and Cohen (2010) and Garcia Sabrra and Soto (2011) showed that there is relationship between organizational commitment and organizational citizenship behavior, Liu and Cohen(2010) showed that the strong continuous commitment to the values and organizational citizenship behavior and Garcia-Cabrera and Sotoa(2011) showed that both normative and affective commitment have a positive impact on organizational OCB, also Jamali et al (2009) showed that the relationship between organizational commitment and organizational citizenship behavior, the only factor predictive power of normative commitment, organizational citizenship behavior in a positive direction and Rostami et al (2009) showed only component of emotional commitment as predictors of organizational citizenship behavior. Due to clarify the influence of organizational commitment, organizational justice and job satisfaction on organizational citizenship behavior; Batman and Organ (1983), Schappe (1998), Rostami et al (2009), Jamali. et al (2009), Zeinabadi and Salehi (2011) and Salehi and Gholtash (2011) found that job satisfaction and organizational commitment and behavior organizational citizenship are related. Meanwhile, Organ (1990), Cheng (2004) and Fatima (2011) noted that organizational justice and job satisfaction and organizational citizenship behavior are related.

The Lavelle (2008), Kadar Khan and et al (2012) found that organizational commitment and organizational justice and organizational citizenship behavior are related, and the total Moorman (1993), Zeinabadi and Salehi (2011) and Kasemsap(2012) showed Job satisfaction, organizational commitment and organizational justice and organizational citizenship behavior are related. Finally, the proposed models are the factors affecting organizational citizenship behavior:

Moorman (1993) found that job satisfaction, organizational commitment has led to procedural justice and organizational citizenship behavior, so that the three variables directly affect on organizational citizenship behavior, While procedural justice affect on job satisfaction and organizational commitment (Moorman 1993). Wall-Yun & Sook-Hee(2009) showed that justice (procedural, interactional and distributive) direct effect on organizational citizenship behavior, job satisfaction and organizational commitment (Wall-Yun & Sook-Hee 2009), and Kader khan (2012) showed that organizational commitment had the greatest impact on organizational citizenship behavior and organizational justice indirectly affect on organizational citizenship behavior (Kader khan,2012), finally Kasemsap(2012) showed that the dimensions of job satisfaction, commitment and organizational justice as modulators had a positive effect on organizational citizenship behavior, job satisfaction fully the relationship between organizational justice and organizational citizenship behavior moderates,

organizational commitment and organizational citizenship behavior moderates the relationship between organizational justice and job satisfaction while direct effect on organizational commitment (Kasemsap, 2012)

Based on the foregoing, job satisfaction, organizational commitment, organizational justice and can be considered as predictors of organizational citizenship behavior, and since the development of sport and physical education teachers as influential elements involved culturing community health, so far, research on this issue has not been so aware of their job satisfaction, organizational commitment and organizational justice teachers consideration of the study was associated with OCB. This study attempted to model physical education teacher OCB based on job satisfaction, organizational commitment and organizational justice. It can provide the information needed to improve organizational citizenship behavior and physical education teacher's help and lead to career success and increase their effectiveness in teaching physical education at the school level finally, to promote the culture of sport and recreation in the country. The result of this research is used to improve the performance of employees and other researchers in the field of organizational behavior.

### Research

the survey applied to the cross-correlation, data collected based on the structural equation model that was implemented in the field. The population consisted of all physical education teachers in the school year 2014-2013V Kerman, including 273 who were selected at the end. Standard questionnaires to collect information from the following five-point Likert scale responses to them were:

1. questionnaire with 20 balls Niehoff & Moorman organizational justice (1993), 92/0 Reliability and 91/0 validity (at Fatima, 2011), which consists of 3 components of distributive justice (5 items), procedural justice (6 items), and interactional justice (9 items ) that reliability was calculated using Cronbach's alpha 95/0
2. Organizational Commitment Questionnaire 18 balls Allen and Meyer (1991) 75/0 reliability (Jamal et al., 1388), which consists of 3 components of affective commitment (6 items), continuous commitment (6 items), and normative commitment (6 items) that reliability Cronbach's alpha was calculated using 86/0
3. Job satisfaction questionnaire with 20 balls of Minnesota (1997) with 88/0 reliability (Kasemsap, 2012), which consists of 2 components inner satisfaction (12 items) and outer (8 items) 89/0 reliability using Cronbach's alpha was calculated.
4. Questionnaire with 20 balls OCB Padoskoff et al (2000) 82/0 Reliability and 83/0 validity (at Fatima, 2011), which consists of 5 components of altruism (4 items), Conscientiousness (3 items) Generosity (3 items), civic virtue (3 items) and respect (7 items) 81/0 reliability using Cronbach's alpha was calculated.

The variables used to determine the normal distribution and homogeneity of variance between variables were determined from tests using the Kolmogorov-Smirnov test, according to Levine normal distribution of variables, then for Data description descriptive statistics and statistical methods for data analysis, Pearson correlation coefficients were used multivariable regression and structural equation. For data analysis Lisrel version 19 and SPSS version 8/00 of software with 95% confidence was used.

## Findings

Table 1. Descriptive statistics for variables associated with components of organizational citizenship behavior, organizational justice, organizational commitment and job satisfaction of teachers of physical education.

Variable	Component	Average	Standard deviation
Organizational citizenship Behavior	Altruism	16/23	2/26
	Conscientiousness	12/24	1/85
	Sportsmanship	10/88	1/71
	Civic virtue	11/05	2/24
	Courtesy	29/19	3/37
Organizational justice	Distributive justice	14/44	4/47
	Procedural justice	20/58	5/20
	Interactional justice	31/97	7/76
Organizational Commitment	Affective commitment	22/47	3/94
	Continuous commitment	20/33	5/12
	Normative commitment	21/61	4/07
Job Satisfaction	Intrinsic job satisfaction	47/77	5/73
	Extrinsic job satisfaction	30/00	4/92

The results showed that the mean and standard deviation of the physical education teacher's organizational justice, organizational commitment, job satisfaction and organizational citizenship behavior are in good condition. Thus, the variable component of organizational justice and interactional justice, the variable component of organizational commitment, affective commitment, job satisfaction components of inner satisfaction. And the organizational citizenship behavior in respect to other components of the favorable factors (Table 1).

Table 2. Mean standard deviation and correlation matrix of the variables and their components by physical education teachers OCB

Component	Average and standard deviation	Average and standard deviation of OCB	R	p
Job Satisfaction	77/76+9/80	79/60+7/84	0/50	0.00
intrinsic job satisfaction	47/77+5/73		0/44	0/00
extrinsic job satisfaction	30/00+4/92		0/47	0/00
Organizational	66/99+15/40		0/33	0.00

<b>Justice</b>				
<b>Distributive justice</b>	14/44+4/47		0/18	0/00
<b>Procedural justice</b>	20/58+5/20		0/29	0/00
<b>Interactional justice</b>	31/97+7/76		0/37	0/00
<b>Organizational Commitment</b>	64/40+10/42		0/26	0.00
<b>Affective commitment</b>	22/47+3/94		0/37	0/00
<b>Continuous commitment</b>	20/33+5/12		0/05	0/43
<b>Normative commitment</b>	21/61+4/07		0/24	0/00

The results show that, except for the obligation of consistency between other variables and their components and there is a significant positive relationship with organizational citizenship behavior (Table 2)

Table 3. Regression coefficients associated with the prediction of organizational citizenship behavior based physical education teacher's job satisfaction, commitment and organizational justice and its components

<b>Predictor variables and components</b>	<b>B</b>	<b>Beta</b>	<b>t</b>	<b>P</b>
<b>Job Satisfaction</b>	0/37	0/46	6/65	0/00
<b>intrinsic job satisfaction</b>	0/31	0/22	2/98	0/00
<b>Extrinsic job satisfaction</b>	0/51	0/32	4/28	0/00
<b>Organizational Commitment</b>	0/01	0/01	0/21	0/83
<b>Affective commitment</b>	0/70	0/35	4/81	0/00
<b>Continuous commitment</b>	-0/10	-0/07	-0/97	0/33
<b>Normative commitment</b>	0/13	0/07	0/80	0/42
<b>Organizational Justice</b>	0/03	0/05	0/72	0/47
<b>Distributive justice</b>	-0/05	-0/03	-0/43	0/67
<b>Procedural justice</b>	-0/02	-0/01	-0/11	0/91
<b>Interactional justice</b>	0/40	0/40	3/92	0/00



The results of the regression multivariate methods in parallel to predict OCB variable and its components showed that job satisfaction and its components (intrinsic and extrinsic) and affective commitment and interactional justice can predict OCB effects (Table 3).

Structural equation modeling results indicated that between organizational justice and job satisfaction (54/0) and organizational commitment (43/0) there is job satisfaction and organizational commitment (23/0) and in the meantime there is a commitment (16 / 0), satisfaction (52/0) and justice (01/0) are related to organizational citizenship behavior. (Figure 1).

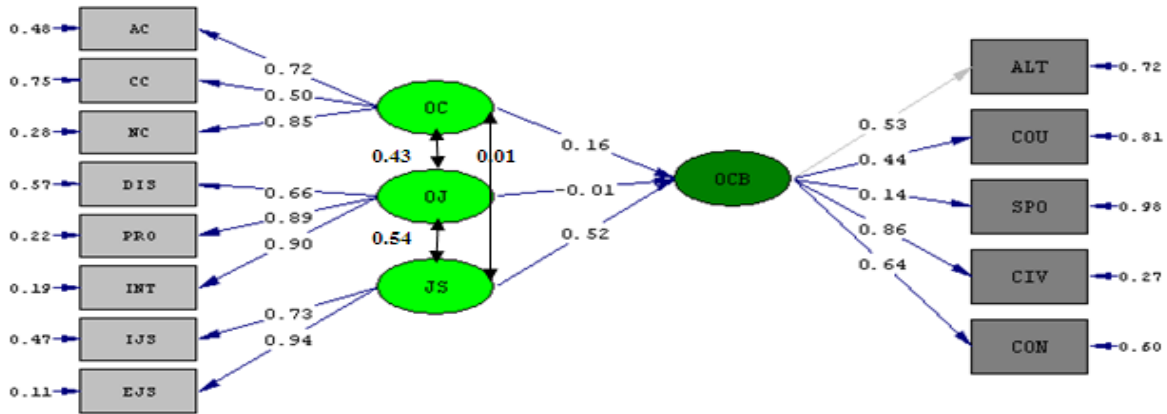


Figure 1. Output test the causal relationship between organizational citizenship behavior and job satisfaction, commitment and organizational justice (key: OCB = Organizational Citizenship Behavior; ALT = Altruism, COU = *Courtesy*, SPO = Sportsmanship, CIV = Civic Virtue, CON = Conscientiousness, OC = Organizational Commitment; AC = Affective Commitment, CC = Continuous Commitment, NC = Normative Commitment, OJ = Organizational Justice; DIS = Distributive Justice, PRO = Procedural Justice, INT = Interactional Justice, JS = Job Satisfaction; IJS = Intrinsic Job Satisfaction, EJS = Extrinsic Job Satisfaction).

Given that the results of the t-value is given by the following correlation between job satisfaction and organizational citizenship behavior, also organizational justice and organizational commitment indirectly affect on organizational citizenship behavior (Figure 2).

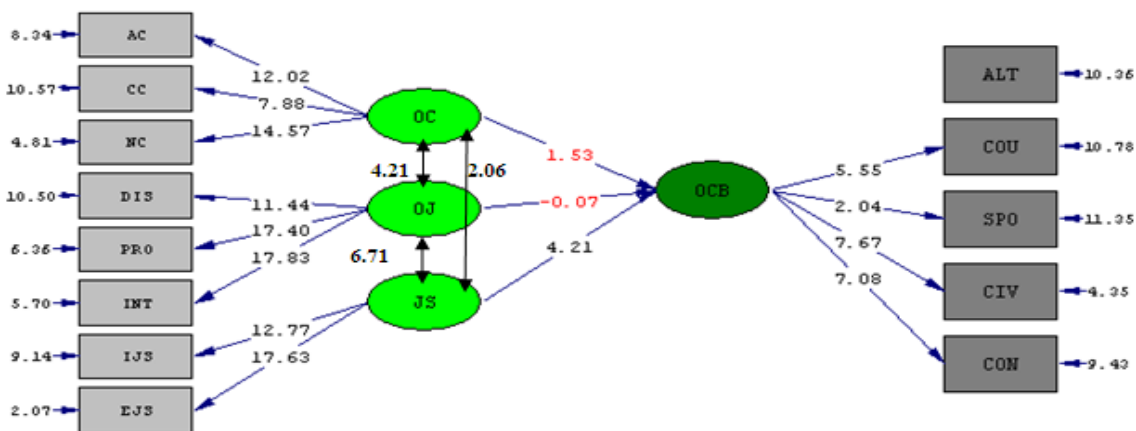


Figure 2. Test the output of the causal relationship between organizational citizenship behavior and job satisfaction, commitment and organizational justice (t-value). (key: OCB = Organizational Citizenship Behavior; ALT = Altruism, COU = *Courtesy*, SPO = Sportsmanship, CIV = Civic Virtue, CON = Conscientiousness, OC = Organizational Commitment; AC = Affective Commitment, CC = Continuous Commitment, NC = Normative Commitment, OJ = Organizational Justice; DIS = Distributive Justice, PRO =

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Procedural Justice, INT = Interactional Justice, JS = Job Satisfaction; IJS = Intrinsic Job Satisfaction, EJS = Extrinsic Job Satisfaction).

### Discussion and Conclusion

The results show that a significant positive relationship between job satisfaction and its components (internal and external) with organizational citizenship behavior, and the results of multivariate regression analysis to predict the simultaneous arrival of organizational citizenship behavior indicated that job satisfaction and organizational citizenship behavior is the best predictor of its components results in terms of the relationship between job satisfaction and organizational citizenship behavior with results Lester et al (2008) and *Intaraprasong* (2012) agrees, The results of this study suggest that both intrinsic and extrinsic job satisfaction are predictor of and organizational citizenship behavior that with Rostami et al (2009) and Jamal al (2009) has been agreed. In sum, although the population varies from different questionnaires were used; Relationship between job satisfaction and organizational citizenship behavior and components of job satisfaction to predict organizational citizenship behavior showed that Job satisfaction in all of the factors that influence health OCB and the introduction of OCB (Spector et al., 2009) and OCB employee represents a reaction against those who have respect for him This, in turn, will promote the incentive to provide organizational citizenship behavior (Batman and Organ, 1983).

In addition, the results show that a significant positive relationship between organizational commitment and its components (affective and normative commitment) and organizational citizenship behavior exists, Therefore, we can say that organizational commitment had positive effect on organizational citizenship behavior. In addition, the results showed that only components of affective commitment can be a predictor of OCB. That the relationship between organizational commitment and organizational citizenship behavior results with the results of research Tsai and Chia (2007), Liu and Cohen(2010) and Garcia Sabrra and Soto (2011) agree. And the prediction of organizational citizenship behavior through affective commitment to Liu and Cohen(2010) have demonstrated a strong commitment to the continuing role of values and organizational citizenship behavior, Jamali. et al (2009) showed that only factor predictive power of normative commitment, and organizational citizenship behavior in a positive direction Garcia-Cabrera and Sotoa(2011) showed that both normative commitment vastly have a positive impact on organizational citizenship behavior Opposed by Rostami et al (2009) showed that only components of afective commitment, organizational citizenship behavior predicts, agrees. Research has shown that there is a positive relationship between organizational commitment and organizational citizenship behavior with regard to the behaviors of organizational commitment is often done voluntarily and without regard to the system of rewards and promotion must therefore be acknowledged; Behaviors of organizational commitment, organizational citizenship behaviors are very similar. In addition, since the impact of affective and normative commitment on organizational citizenship behavior was more of a commitment to continuous It should be noted that the continuous commitment means that employees simply Due to the lack of suitable alternative employment, the organization remains committed to the organization are in fact the result of those Have positive feelings toward the organization that will lead to the desired result OCB, (DOI: [dx.doi.org/14.9831/1444-8939.2015/3-2/MAGNT.25](https://doi.org/10.1444-8939.2015/3-2/MAGNT.25))



Because, as stated above OCB behaviors are voluntary and function that are not part of the requirements and thus increase the efficiency of those who wish to remain in the physical reasons for doing things beyond their duties, also The results show that a significant positive relationship between organizational justice and its components (distributive, procedural and interactional) with OCB exists, Therefore, we can say that organizational justice and organizational citizenship behavior of its components significant effect on the results also showed that the components of interactional justice can be predicted Organizational citizenship behavior that the relationship between organizational justice and organizational citizenship behavior of its components; results with Sohrabizadeh et al (2010), Soltan Husseini et al (2013), Wang (2011), Jafari (2012) and Haidari et al (2012) agrees with the idea that the elements of justice, interactional justice can only organizational citizenship behavior predict with Moorman results (1993) and Jafari (2012) showed that procedural justice leads to organizational citizenship behavior, and against the Soltan Husseini et al (2011) showed Between interactional justice with OCB there and Heidari et al (2012) who found that the best predictor of the behavior of interactional justice and civic awareness (insight) is agreed. Also, due to the use of various instruments for measuring organizational justice and organizational citizenship behavior in the research, there is a positive relationship between organizational justice and organizational citizenship behavior indicates that All questionnaires correctly measure in terms of the desired parameters in this research only interactional justice and procedural fairness in other studies and interactive known as predictors of organizational citizenship behavior It may be important to the communities in different regions and thus cultural, social, economic and other relevant that the relationship between justice and organizational citizenship behavior can be based on social exchange theory, which, to compensate employees fairly organizational behavior, organizational citizenship behavior of their occurrence (Organ, 1990) explained. The results showed that job satisfaction, organizational commitment and organizational citizenship behavior justice and physical education teachers the results on the relationship between job satisfaction and organizational commitment and organizational citizenship behavior research Batman and Organ (1983), Schappe (1998), Rostami et al (2009), J. et al (2009), Zainabadi and salehi (2011) salehi and Gholtash (2011), on the relationship between organizational commitment and organizational justice and organizational citizenship behavior with results Lavelle (2008) and Kader khan (2012); On the relationship between job satisfaction and organizational justice and organizational citizenship behavior with results of Organ (1990), Cheng (2004) and Fatima (2011), and the sum of the relationship between job satisfaction, Organizational commitment and organizational justice and organizational citizenship behavior Moorman results (1993), Zainabadi and Salehi (2011) and Kasemsap(2012) agrees; Despite the different communities in different regions and the use of questionnaires, sometimes, it indicates that job attitudes (job satisfaction and organizational commitment) and organizational justice (fair knowledge of working conditions) in all societies function on voluntary behavior (OCB) are effective. Then, the resulting t-scale structural equation model for organizational citizenship behavior based on job satisfaction, organizational commitment and organizational justice, the only direct link between job satisfaction and organizational citizenship behavior was confirmed It was clear that organizational commitment and organizational justice and indirectly by influencing job satisfaction influence on

organizational citizenship behavior. According to the model presented in the factors affecting organizational citizenship behavior, Although the research of relationship between organizational justice, organizational commitment and job satisfaction and organizational citizenship behavior confirmed, but there are differences in how the relationship between them. Most studies show that job satisfaction, organizational commitment and organizational justice on OCB effective (Moorman, 1993; Kasemsap, 2012) and in some of the organizational commitment (Kader khan, 2012) and in others only justice (Wall-Yun & Sook-Hee, 2009) have a direct relationship with OCB. The model isn't fully compatible with any of these models. This difference is probably due to the fact that in this study, teachers and other employees of the target population have been selected that Consequently the working conditions and job requirements are different too, in conclusion, that although the majority of studies Relationship between job satisfaction, organizational commitment and organizational citizenship behavior has been determined to justice, but about relationships and their importance Depending on the working conditions, environmental and occupational needs, there are differences.

Finally, according to the results of research on the impact of job satisfaction, Organizational commitment and organizational justice and organizational citizenship behavior, either directly or indirectly, the authorities should have special attention to this matter and as providing appropriate feedback, Positive reinforcement, workshops, etc. in order to strengthen these variables in physical education teachers, especially in terms of intrinsic satisfaction, extrinsic satisfaction, affective commitment and take effective steps interactional justice. To develop OCB in the promotion of sport and physical education teachers in schools are healthy.

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