

## Investigating the Mediating Role of Perception of Justice on the Relationship between Citizenship Rights Awareness and Accession of Citizenship Behaviors in Organization

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### Abstract

Nowadays, managers of organizations try to improve the productivity of their organizations utilizing the resources that they belong. Human resources are one of the most important resources among all. Therefore, it is important to pay attention to the factors that increase the satisfaction, performance and productivity of human resources. The aim of the present study is to investigate the effect of citizenship rights awareness on accession of citizenship behaviors with the mediating role of perception of justice in organization.

### Introduction

Organizational justice is an important factor leads to many positive consequences for organizations. Perception of justice can increase satisfaction, commitment and specially, organizational citizenship behaviors. Further, citizenship right is an important factor can be considered in organizational studies. The authors of the current study found no relevant study investigating the above mentioned variables. Therefore, the present study investigates the relationship between citizenship rights, perception of justice, and citizenship behaviors.

### Case Study

Statistical population of this study includes 890 personnel (including the managers and employees) of one of the governmental ministries in 2017. According to Krejcie and Morgan table, the minimum number of sample size

was determined as 269 people. Therefore, we distributed 300 questionnaires with simple random sampling among respondent and 274 usable questionnaires were gathered.

#### **Materials and Methods**

The current study is an applied research and included among the description-survey research. Further, standard questionnaires have been utilized to gather necessary data and the data were analyzed by LISREL and SPSS software. For reliability evaluation we utilized Cronbach's alpha. For evaluating the validity of the questionnaires, we used content validity and construct validity. In order to test the content validity after devising a framework for the questionnaire, we asked 10 experts to modify it if needed. These experts evaluated all the implemented criteria in the questionnaire and confirmed it. In this research we used factor analysis for considering the structure of research. Confirmatory factor analysis was used to investigate the construction of the questionnaire.

#### **Discussion and Results**

The findings of this study show that citizenship rights awareness have positive and significant effect on perception of justice; Further, perception of justice has positive and significant effect on citizenship behaviors; Furthermore, citizenship rights awareness have no significant effect on citizenship behaviors; but citizenship rights awareness effect citizenship behaviors significantly, through perception of justice acting as mediating variable.

#### **Conclusion**

In order to achieve competitive advantages through employees, managers can improve the citizenship behaviors in organizations. The results of the current study show that perception of justice is an important factor in this regards and has mediating role between citizenship rights and citizenship behaviors.

**Key Words:** Citizenship Rights, Justice, Citizenship Behavior.