Investigating the Relationship between Organizational Justice and Extra-Role Behaviors

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Abstract

Background: studies showed that organizations with more emphasis on the extra-role behaviors in Compare with other organizations are healthier and more successful. It can be noted that in organizations with high level of citizenship behaviors, better performance might be seen. Therefore, the relationship of Extra-role behaviors has been tested with several variables. In this way, organizational justice as one of the most important preconditions for extra-role behaviors was identified. This study aimed to investigate the relationship between organizational justice and extra-role behaviors in employees of Asia insurance company.

Methods: The research method is descriptive-correlative. The statistical population consists of all experts of Insurance Company, (1226 persons), that 140 persons were selected randomly. Pearson correlation and stepwise regression were used to analyze of data.

Results: Findings showed that there are a positive relationship between organizational justice and its component and organizational citizenship behavior. Results showed that among organizational justice components, Distributive Justice and Interactional Justice can predict organizational citizenship behavior in Asia Insurance Company.

Conclusion: Findings showed that when organizations treat employees with fairness and equality, they will tend to perform Extra-role behaviors.

Key words: Distributive Justice, Extra-role behaviors, Interactional Justice, Organizational justice, Procedural Justice

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