

# Factors affecting employee tendency (case study: Lorestan governorate)

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## ABSTRACT

The purpose of this study was to investigate the effect of organizational justice on the tendency to relocate Lorestan governorate staff by explaining the mediating role of job satisfaction and organizational citizenship behavior. This was a descriptive-correlational study and its statistical population included all employees of Lorestan province with 246 people, of whom 146 were selected as the sample size by simple random sampling method based on Morgan table. A questionnaire was used to collect data, to analyze descriptive and inferential data by structural equation modeling with SPSS24 software and Smart PLS. The findings showed that organizational justice has an effect on the desire to move through the mediation of job satisfaction, but organizational justice does not affect the desire to move through the mediation of citizenship behavior. Interactional justice, procedural justice, and distributive justice, respectively, had a significant effect by explaining the role of job satisfaction in employee turnover. As a result, given the need for relocating employees, you need to increase their motivation through fairness (interaction, practice, and distribution).

**Keywords:** Organizational Justice, Willingness to relocate, Job Satisfaction, Organizational Citizenship Behavior, Lorestan Governorate

## Introduction

Willingness to relocate reduction has become one of the key concerns for organizations. Efforts to decrease the tendency to job turnover can be attained over numerous mechanisms, perhaps the most important of which is the effort to observe organizational justice and increase job satisfaction, in other words, reduce job dissatisfaction. After the Industrial Revolution and the mechanization of human societies, organizations have dominated human life so much that every human being, from

birth to death, is directly dependent on them. Nowadays, without organizations, life is unimaginable. Consequently, justice implementation in society depends on the existence of justice in organizations [1]. Research has revealed that justice processes play a significant role in an organization and the way of dealing with people in organizations may affect employees' beliefs, feelings, attitudes, and behavior [2]. Organizations' reasonable behavior with employees usually leads to their greater commitment to the organization and their greater job satisfaction [3].

Consequently, beyond their assigned duties, some employees contribute to the efficiency of their organization by fulfilling responsibilities, meaning that they engage in additional collaborations that are neither necessary nor anticipated (Whisenant, 2005, quoted by Motaghi et al., 2016: 75) [3]. Instead, people who feel unfair are more likely to leave the organization or manifest low levels of organizational commitment and may even begin strange behaviors such as

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revenge. Then, understanding how individuals judge justice in their organization and the way they respond to perceived justice and injustice is one of the key issues especially for understanding organizational behavior [4]. Consequently, the researcher aimed to focus on three factors of organizational justice, which means the perception of organizational justice, job satisfaction, and organizational citizenship behavior to analyze the tendency to relocate employees working in Lorestan governorate. In this study, the researcher tried to find the answer to the following question:

Via elucidating the mediating role of job satisfaction and organizational citizenship behavior, to what extent, does the organizational justice affect the desire to relocate Lorestan governorate staff?

Since the willingness to relocate is expensive for organizations, they need to adopt methods that do not show the desire to relocate employees. As the category of willingness to relocate usually refers to the decision or act of a person to leave the organization or move in the or outside the organization and covers a wide range, the current study is really important and can be fruitful for the Lorestan governorate (statistical population under study). Nonetheless, the most significant difference between voluntary and forced transfer and dismissal of an employee in an organization (Martz and Jampyvn, 1998, quoted by Mohammadi & Famourzadeh, 2016) [5]. This fact is very important among 60% of employees and regrettably in previous research has not paid much attention to this issue. Thus, based on this issue among employees, the importance and necessity of doing this research can be twofold the statistical population under study (Lorestan governorate).

## Research background

### Organizational Justice

Organizational justice designates the perception of individuals and groups of the justice of the behavior of an organization, and their behavioral reactions to such perception (Aryee, (2002) quoted by Hassani and Judd Kordler, 2012) [6, 7]. The concept of organizational justice denotes the fair behavior of the organization's employees. Fair behavior is something that employees who invest their time and abilities in the organization expect to receive [8].

Individuals, by examining and comparing workload, work schedule, wage levels, work benefits, and welfare facilities in the organization, determine and perceive the fairness of organizational procedures and interactions. Consequently, the top manager of an organization may perceive justice from decision-making procedures, while subordinates perceive injustice from the same procedures [9].

Though early studies of justice date back to the early 1960s and J. Stacy Adams's works, most studies of justice in organizations began in the 1990s. Charash and Spector conducted a research in 2001 to identify sources of justice; they wanted to know that what or who is considered by the employees to be the cause of

injustice in the organization (Danaei Fard, 2008, quoted by Motaghi *et al.*, 2016) [3, 10].

### Distributive justice

The concept of distributive justice is based on Adams' theory of equality. Equality theory emphasizes employees' beliefs about behaviors with other employees in the organization. Based on this theory, employees use data such as their level of education, experience, and effort in their job, and in response, they expect to receive a salary and a reward from the organization. In such a case, employees compare their data with the others' data and compare the wages paid to themselves and others with it. The result of this comparison is the determination of equality or inequality (DeConinck and Stilwell, 2004 quoted by Motaghi *et al.*, 2016: 20) [3].

### Procedural justice

Procedural justice denotes the methods or processes of fairness based on which decisions are made [11]. With the upsurge of procedural justice, even if they express dissatisfaction with payments, promotions, and other personal consequences, employees look positively at their superiors and their organization (Robbins, 1995, quoted by Motaghi *et al.*, 2016) [3]. More than unfair consequences, the perception of unfair procedures can even lead to anger and resentment of employees [11].

According to procedural justice, when they see current revenue-making decisions as fair, people will be more motivated to act better, because they know that their performance will be carefully evaluated and officials are aware of their services. Conversely, if they believe that officials are unaware of their services and do not accurately evaluate their performance, or that their emotions are involved in evaluating their performance, they will not manifest much motivation. Procedural justice aims to find the reasons why people consider its procedures and the consequences fair or unfair [12].

### Interactive justice

The term interactive justice was first coined by researchers named Bias and Moag in 1986, who contended that interactive justice is another type of justice that is conceptually distinct from distributive and procedural justice and refers to the social action of the procedure. Individuals are sensitive to the quality of dealing with them in personal interactions as well as structural aspects of the decision-making process [12].

Interactive justice proposes that the quality of interpersonal behavior is important during the procedures and effective in determining fairness judgments. The justification or explanation provided is effective in understanding fairness and increases the likelihood that decision-making procedures will be regarded fairly. Interpersonal behavior includes trust in relationships and the behavior of individuals and with humility and respect.

In brief, distributive justice is concerned with the presence of fairness and justice in explaining these consequences. Procedural justice refers to the adherence to justice in decision-making procedures, used to assign consequences, and interactive justice to the adherence to justice in interpersonal dealings, especially by supervisors, managers, and employees. These three dimensions or aspects of justice interact with each other to create the overall perceived fairness of individuals in the workplace (Golparvar and Nadi 2010, quoted by Hassani and Judd Kordler, 2012) [7].

### *Job satisfaction*

Researchers have considered two important aspects of job satisfaction: first, job satisfaction is an emotional response to working conditions, and second, job satisfaction can be determined by the way of achieving the goals or meeting the expectations. When we say a person has high job satisfaction we mean that he loves his job a lot, has positive feelings about it, and has been able to satisfy his needs through it (Hassani *et al.* 2013, Quoted by Faghihipour *et al.*, 2018: 9) [7, 13].

Job satisfaction is a positive yet enjoyable emotional state that a person feels about his/her job. Job satisfaction affects the whole society and employees who are satisfied with their job, take a step to satisfy the clients (customers), and they have a more positive attitude towards life and show a psychologically healthier society (Robbins, 2008, quoted by Motaghi *et al.*, 2016: 131) [3].

### *Organizational citizenship behavior*

According to Oregon, organizational citizenship behavior is an individual and voluntary behavior that is not designed straightly by the official reward systems in the organization, however, promotes the effectiveness and efficiency of the organization [14]. This definition highlights three key features of citizenship behavior: first, this behavior is voluntary; this means that it is a predetermined duty and not part of a person's formal duties. Second, the benefits of this behavior have an organizational aspect – i.e. behavior promotes the effective functioning of the organization. The third characteristic is that it is not explicitly or directly valued in the formal reward system [3].

### *Willingness to relocate*

Job transfer is the systematic movement of employees from one job to another.

Promotion, transfer, turnover in jobs, and temporary or permanent separation from service are the major transfers of human resources in the organization [15].

**Promotion:** Promotion is the promotion to a higher job or position and having more benefits and powers in exchange for accepting heavier responsibilities. It is indispensable to mention that if employees do not achieve their goals during promotion and their expectations are not met, they will fail, so their effectiveness will be reduced [16].

**Transfer (job turnover):** Job turnover is a process in which the employees of an organization at different levels of the whole family work in a shift manner. Dale Yoder defines transfer as "the transfer of employees from one job to another without changing their responsibilities and pay." It also refers to job changes within the organization that the new job is usually similar to the previous job in terms of salary, position and responsibility [17].

**Demotion:** Placement in a job or rank lower than the previous job, rank, or position that requires less skill and responsibility and of course has lower salaries and benefits. Demotion may occur for a variety of reasons, such as a reduction in organizational posts, a decrease in the ability and competence of individuals, or as a disciplinary and punitive measure. Doing this in any form, even without changing the salary and benefits, has a very bad and deep psychological effect. Consequently, it should be strictly avoided except in totally compulsory circumstances. An employee who has been demoted will be upset and his/her dissatisfaction may spread to his co-workers and hurt the morale, productivity, and discipline of the workforce.

### *Empirical background of the research*

To have a more comprehensible framework, the researchers have examined the studies that have pointed to the relationship between these four variables. The following table is a summary of the research conducted regarding the research variables and the relationship between them.

**Table 1. Research background**

Name of author	Date	Research title	Results
Khajavi and Barzegar	2017	Investigating the Relationship between Organizational Commitment and Job Satisfaction, Burnout and Willingness to relocate Among Accountants, Auditors and University Professors	There is a negative and significant relationship between organizational commitment and burnout, also a negative and significant relationship was observed between organizational commitment and the willingness to relocate. In contrast, the relationship between organizational commitment and job satisfaction is positive and significant.
Mirkalani	2017	Investigating the role of organizational justice perception on employees' job satisfaction in the textile industry of the Red Crescent Society of the Islamic Republic of Iran	Employees' perception of the degree of justice in the organization and its dimensions (distributive, interactive, and procedural justice) has affected the job satisfaction of employees.
Movahedi Fard <i>et al.</i>	2015	Investigating the Impact of Staff Turnover and Perceived Organizational Support on Job Satisfaction of Sepah Bank Employees in Tehran Branches	Staff turnover has a positive and significant effect on employee job satisfaction. Perceived organizational support also has a positive and significant effect on job satisfaction.

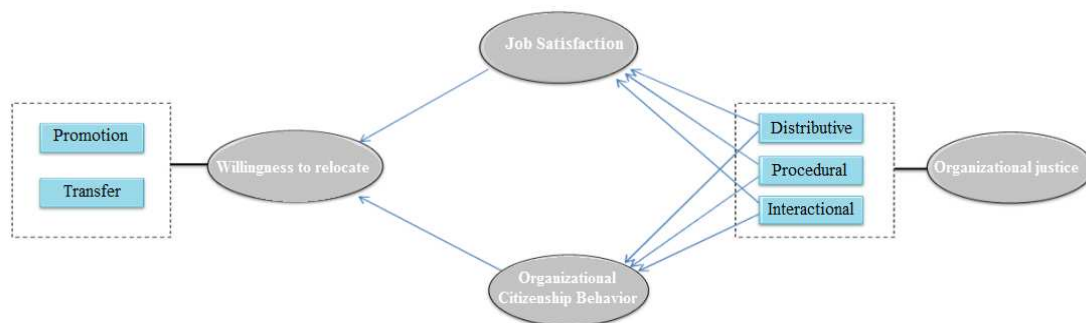
Khorasani and Canaanic	2012	Relationship between Organizational Justice and Organizational Citizenship Behavior with Job Satisfaction of Employees in the Parent Company of the Country's Airports	There is a significant and positive relationship between organizational citizenship behavior and its dimensions with job satisfaction and also between organizational justice and its dimensions with job satisfaction.
Rahimnia and Houshyar	2010	The effect of Organizational Justice on the Tendency to Leave the Job through Job Satisfaction in one of the State Banks in Mashhad	Organizational justice has a positive effect on job satisfaction and a negative effect on the desire to leave the job and job satisfaction hurts the tendency to leave the job. The results also showed that the indirect effect of organizational justice on the tendency to leave the job due to job satisfaction is greater than the direct effect of organizational justice on the tendency to leave the job.
Nadiri and Tonova	2009	An investigation of the Role of Justice in Turnover intentions, Job Satisfaction, and Organizational Citizenship Behavior	As a key factor, organizational justice has a strong effect on both job satisfaction and organizational citizenship behavior. There is a significant relationship between distributive and procedural justice and the willingness to relocate. Distributive justice is a stronger predictor of employee turnover than procedural justice. They also concluded that there is a significant relationship between the implementation of distributive justice and procedural justice with organizational citizenship behavior. Nevertheless, distributive justice compared to procedural justice is a stronger predictor of organizational citizenship behavior.

Source: Research results based on theoretical studies

### Conceptual model and research hypotheses

Considering how people judge justice in their organizations is a significant issue. Many domestic and foreign studies have been done in the field of organizational justice and its relationship with

numerous variables. In the current research, the relationship between variables is proposed based on the literature and research background, and based on questionnaires, and hypotheses are formed based on it and are in the form of **Figure (1)**.



**Figure 1.** Conceptual research model (Source: Proposal from the Standard Questionnaires of Niehoff & Moorman's (1993) Organizational Justice, Minnesota (Job) Satisfaction (1976), Biswas-Diener's willingness to relocate (2012), and Organizational Citizenship Behavior (OCB) by Podsakoff et al. (1990))

### The main hypothesis

By explaining the mediating role of job satisfaction and organizational citizenship behavior, organizational justice affects the willingness to relocate of Lorestan governorate staff.

### Sub-hypothesis

*Sub-hypothesis 1:* By explaining the mediating role of job satisfaction, procedural justice affects the employees' willingness to relocate.

*Sub-hypothesis 2:* By explaining the mediating role of job satisfaction, distributive justice affects the employees' willingness to relocate.

*Sub-hypothesis 3:* By explaining the mediating role of job satisfaction, interactive justice affects the employees' willingness to relocate.

*Sub-hypothesis 4:* By explaining the mediating role of organizational citizenship behavior, procedural justice affects the employees' willingness to relocate.

*Sub-hypothesis 5:* By explaining the mediating role of organizational citizenship behavior, Distributive justice affects the employees' willingness to relocate.

*Sub-hypothesis 6:* By explaining the mediating role of organizational citizenship behavior, interactive justice affects the employees' willingness to relocate.

## Method

In terms of purpose, the current research is applied and it is a survey in terms of method. The research was conducted in the Lorestan governorate. The statistical population of the research was the staff of the central headquarters (n=246). To distribute the questionnaire among the employees, the systematic random sampling method was used. 146 questionnaires were determined by Morgan table to designate the sample size in the limited community. These questionnaires were distributed among the governorate employees. After collecting the questionnaires, 2 questionnaires were discarded due to statistical errors, and analysis was performed on 144 questionnaires. The questionnaire used to measure organizational justice is the standard questionnaire of Niehoff and Moorman (1993) which consists of twenty items. To measure job satisfaction, the standard Minnesota Questionnaire (1976) was used, which includes nineteen items. To measure organizational citizenship behavior, the standard questionnaire of Podsakoff et al. (1990) was used, which includes twenty-four items. Willingness to relocate was also assessed by the standard Biswas-Diener's willingness to relocate (2012), which includes twenty-four items. Research questionnaires are set on a five-point Likert scale. To evaluate the validity of the questionnaires, construct validity was used and the factor load of each question was determined by factor analysis, which is specified in the table. Cronbach's alpha coefficient was used for the reliability of the questionnaires. Cronbach's alpha coefficient is 0.95 for the organizational justice questionnaire, 0.90 for the job satisfaction questionnaire, 0.75 for the organizational citizenship behavior questionnaire, and 0.91 for the willingness to relocate questionnaire, which indicates the high and appropriate reliability of the

questionnaires. To test the research model, data analysis was used by the partial least squares method to present structural equation models and the PLS software was used. In the current study, by analyzing the path, the effect, and the relationship between the research variables were determined directly and indirectly.

## Research Findings

### *Descriptive findings*

According to the information in **Table 2**, Of the 144 statistical samples, 79.2% were male employees, 20.8% were female, 13.2% were single and 86.8% were married. 5.6% of the subjects had less than 5 years of service, 13.2% of participants had service years between 5 to 10 years, 30.6, 30.6, 6.9 and 13.2%, had 11 to 15 years, 16 to 20 years, 21 to 25 years, and over 25 years, service years, respectively. 1.4% of the subjects were between 20 to 25 years, 4.2, 11.1, 33.3, 27.8, 13.9, and 8.3% were in the age groups of 26 to 30, 31 to 35, 36 to 40, 41 to 45, 46 to 50, and above 50 years, respectively.

The mean and standard deviation of the scores of general organizational justice (60.06 and 15.366) and among the factors of organizational justice the scores of distributive justice factor had the lowest average (13.96) and interactive justice factor had the highest average (27.85). The total relocation was (59.10 and 16.578) and among the relocation factors, the scores of horizontal relocation factor (transfer) with an average of 27.65 were less than the average of vertical relocation factor (31.44). Overall job satisfaction was (50.31 and 14.188) and among the factors of job satisfaction, the scores of organizational atmosphere factor had the lowest average (5.88) and the factor of job type had the highest average (12.19). General organizational citizenship behavior was (78.70 and 10.688) and among the factors of organizational citizenship behavior, the scores of sportsmanship factor had the lowest average (11.19) and altruism factor had the highest average (67.19).

**Table 2. Descriptive findings including mean and standard deviation of research variables**

Variables	Frequency		Avg./max./min.		SD
Organizational justice	144	60.06	100	20	15.636
Distributive justice	144	13.96	25	4	3.975
Procedural Justice	144	18.24	30	6	5.514
Interactional justice	144	27.85	45	9	8.556
Job Satisfaction	144	50.1	95	19	14.188
Organizational Citizenship Behavior	144	78.70	114	29	10.688
Willingness to relocate	144	59.10	114	24	16.578

### *Inferential findings*

After drawing a diagram for each question, to analyze the research hypotheses, the path coefficients (standard correlations) and significant t-values were calculated using the partial least squares method. T-values equal to 1.96 to 2.57 at the error level of  $\alpha = 0.05$  and above 2.57 at the error level of  $\alpha = 0.01$  were

significant. Tenenhaus et al. (2004) goodness of fit (GoF) factor ( $\text{GoF} = \sqrt{\text{communality}} * r^2$ ) was also calculated to evaluate the fit of the model [18]. GOF values up to 0.1 indicate poor fit, 0.1 to 0.35 indicate moderate fit, and 0.35 and above indicate a strong fit of the model [19]. The status of fit indicators for the research model is given in **Table 3**.

**Table 3. Status of model fit indices**

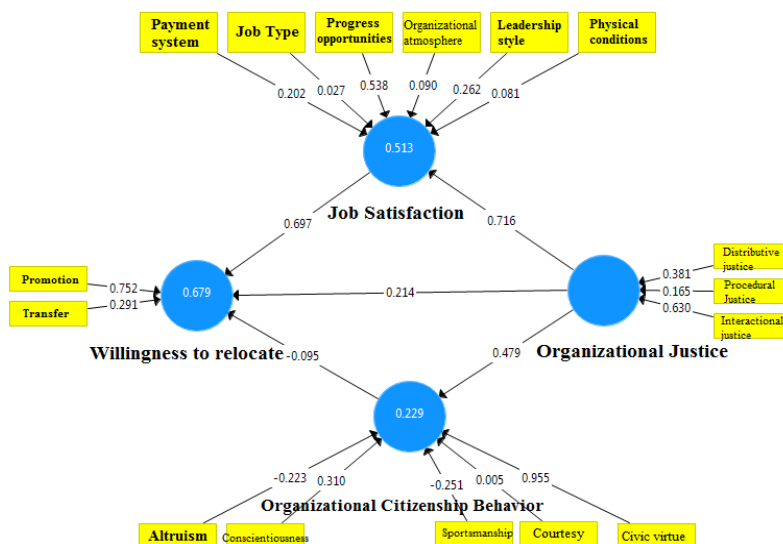
Model	Average R <sup>2</sup>	Communality	GOF
The main hypothesis	0.473	0.319	0.38
The first hypothesis	0.535	0.476	0.5
The second hypothesis	0.532	0.366	0.44
The third hypothesis	0.575	0.390	0.47
The fourth hypothesis	0.251	0.258	0.26
The fifth Hypothesis	0.208	0.170	0.18
The sixth hypothesis	0.353	0.247	0.29

Main Hypothesis: By explaining the mediating role of job satisfaction and organizational citizenship behavior, organizational justice affects the Lorestan governorate staff's willingness to relocate.

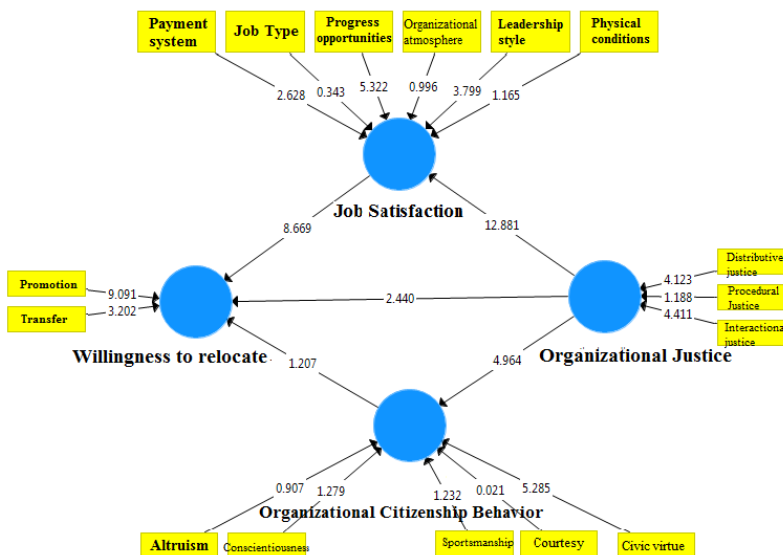
**Table 4. Results of the main hypothesis test**

Path direction: Direct	t	P<0.05	Path coefficient
Organizational justice and willingness to relocate	2.44	1.96	0.214

Based on the information in **Table 4** and **Figures 2 and 3**, the path coefficient between organizational justice and the willingness to relocate (0.214) is significant, because the value calculated for the t-statistic (2.44) at the error level of  $\alpha = 0.05$  was higher than the critical t-value (1.96). On the other hand, the indirect effect of organizational justice and willingness to relocate through the mediation of job satisfaction ( $0.716 \times 0.697 = 0.499$ ) was greater than the direct effect of organizational justice and willingness to relocate (0.214). Though, the indirect effect of organizational justice and the willingness to relocate mediated by organizational citizenship behavior ( $0.045 \times -0.095 = -0.045$ ) was less than the direct effect of organizational justice and the tendency to relocate (0.214). Consequently, it was concluded that organizational justice affects the willingness to relocate through the mediation of job satisfaction, but organizational justice does not affect the willingness to relocate through the mediation of citizenship behavior.



**Figure 2.** Standard path coefficients between the studied variables in the main hypothesis



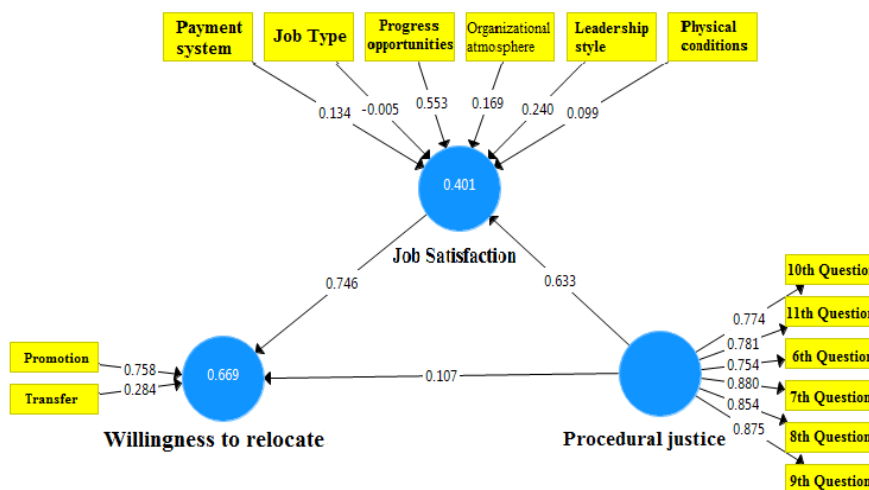
**Figure 3.** t-statistics related to the path coefficients significance

*Sub-hypothesis 1:* By explaining the mediating role of job satisfaction, procedural justice affects the employees' willingness to relocate.

**Table 5. Results of the sub-hypothesis 1 test**

Direction: Direct	t	P<0.05	Path coefficient
Procedural justice and willingness to relocate	1.548	1.96	0.107

Based on the information in **Table 5** and **Figure 4**, the path coefficient between procedural justice and willingness to relocate



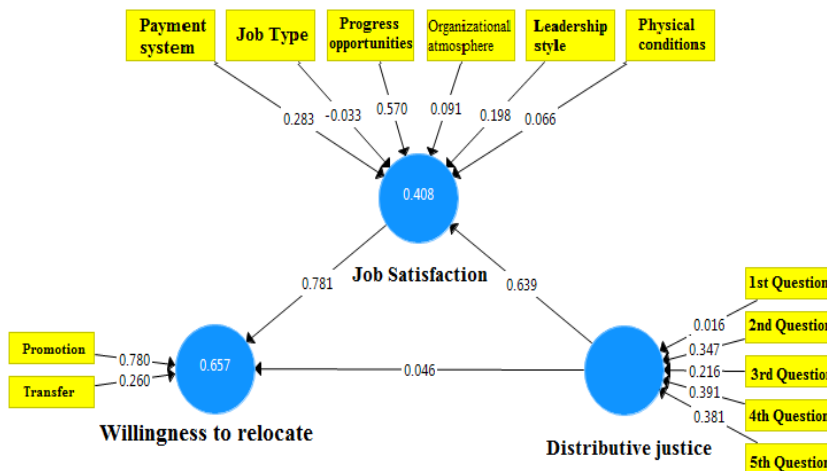
**Figure 4.** Standard path coefficients between the studied variables in the first sub-hypothesis

*Sub-hypothesis 2:* By explaining the mediating role of job satisfaction, distributive justice affects the employees' willingness to relocate.

**Table 6. Results of the sub-hypothesis test 2**

Path direction: Direct	t	P<0.05	Path Coefficient
Distributive justice and willingness to relocate	0.629	1.96	0.046

Regarding the information in **Table 6** and **Figure 5**, the path coefficient between distributive justice and the willingness to



**Figure 5.** Standard path coefficients between the studied variables in the second sub-hypothesis

(0.107) was not significant, because the value calculated for t-statistic (1.548) at the error level of  $\alpha = 0.05$  was lower than the critical t-value (1.96). On the other hand, the indirect effect of procedural justice and willingness to relocate mediated by job satisfaction ( $0.633 \times 0.747 = 0.472$ ) was greater than the direct effect of procedural justice and willingness to relocate (0.107). Consequently, it was inferred that procedural justice affects the desire to move through the mediation of job satisfaction. So, sub-hypothesis 1 was confirmed.

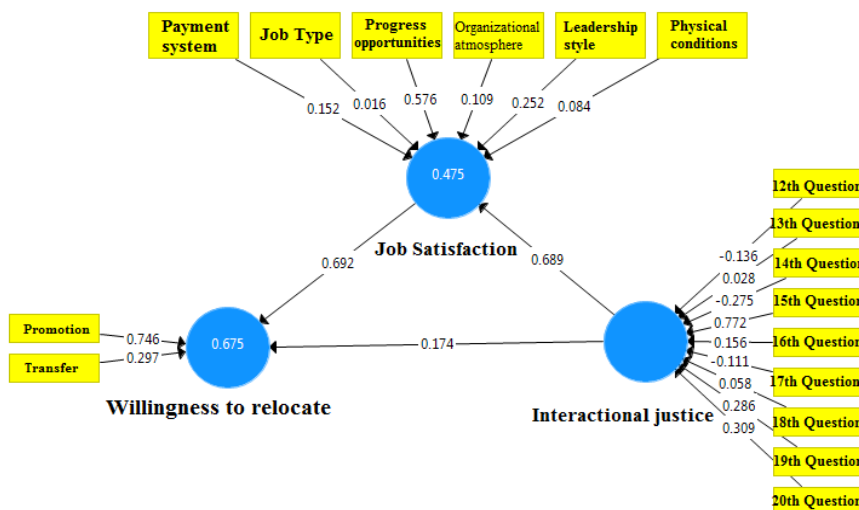
relocate (0.046) was not significant, because the value calculated for the t statistic (0.629) at the error level of  $\alpha = 0.05$  was less than the critical t-value (1.96). On the other hand, the indirect effect of distributive justice and the willingness to relocate mediated by job satisfaction ( $0.639 \times 0.781 = 0.499$ ) was greater than the direct effect of distributive justice and the willingness to relocate (0.046). Consequently, it was concluded that distributive justice affects the willingness to relocate through job satisfaction mediation. So, sub-hypothesis 2 was confirmed.

*Sub-hypothesis 3:* By explaining the mediating role of job satisfaction, interactive justice affects the employees' willingness to relocate.

Path direction: Direct	t	P<0.05	Path coefficient
Interactional justice and Willingness to relocate	1.971	1.96	0.174

Regarding the information in **Table 7** and **Figure 6**, the path coefficient between interactive justice and the willingness to

relocate (0.174) was significant, because the value calculated for the t statistic (1.971) at the error level of  $\alpha = 0.05$  was higher than the critical t-value (1.96). On the other hand, the indirect effect of interactive justice and the willingness to relocate through the mediation of job satisfaction ( $0.689 * 0.692 = 0.472$ ) was greater than the direct effect of interactive justice and the willingness to relocate (0.174). Consequently, it was inferred that interactive justice affects the willingness to relocate through the mediation of job satisfaction. So, sub-hypothesis 3 was confirmed.



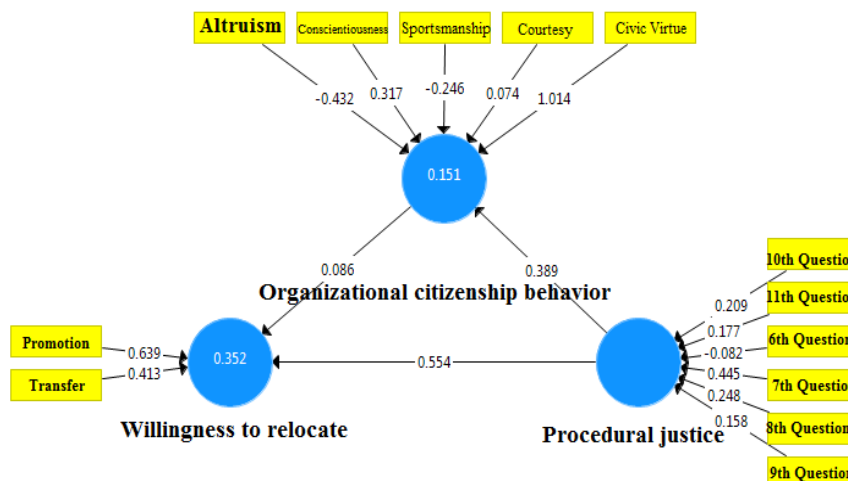
**Figure 6.** Standard path coefficients between the studied variables in the third sub-hypothesis

*Sub-hypothesis 4:* By explaining the mediating role of organizational citizenship behavior, procedural justice affects the employees' willingness to relocate.

Path direction: Direct	t	P<0.01	Path coefficient
Procedural justice and Willingness to relocate	7.33	2.57	0.554

Regarding the information in **Table 8** and **Figure 7**, the path coefficient between procedural justice and the willingness to

relocate (0.554) was significant, because the value calculated for the t statistic (7.33) at the error level of  $\alpha = 0.01$  is more than the critical t-value (2.57). On the other hand, the indirect effect of procedural justice and the willingness to relocate mediated by organizational citizenship behavior ( $0.389 * 0.083 = 0.033$ ) was less than the direct effect of procedural justice and the willingness to relocate (0.554). Consequently, it was concluded that procedural justice does not affect the willingness to relocate through the mediation of organizational citizenship behavior. So, sub-hypothesis 4 was not confirmed.



**Figure 7.** Standard path coefficients between the studied variables in the fourth sub-hypothesis

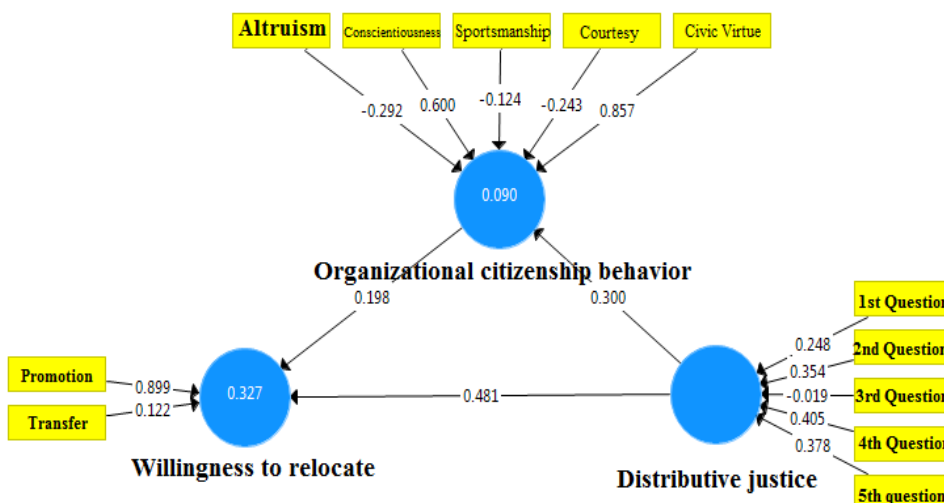
*Sub-hypothesis 5:* By explaining the mediating role of organizational citizenship behavior, Distributive justice affects the employees' willingness to relocate.

**Table 9. Results of the 5th sub-hypothesis test**

Path direction: Direct	t	P<0/01	Path coefficient
Distributive justice and Willingness to relocate	5.412	2.57	0.481

Regarding the information in **Table 9** and **Figure 8**, the path coefficient between distributive justice and the willingness to

relocate (0.481) was significant, because the value calculated for the t statistic (5.412) at the error level of  $\alpha = 0.01$  was more than the critical t-value (2.57). On the other hand, the indirect effect of distributive justice and the willingness to relocate mediated by organizational citizenship behavior ( $0.3 \times 0.198 = 0.059$ ) was less than the direct effect of distributive justice and propensity to relocate (0.481). Consequently, it was concluded that distributive justice does not affect the willingness to relocate through the mediation of organizational citizenship behavior. So, sub-hypothesis 5 was not confirmed.



**Figure 8.** Standard path coefficients between the studied variables in the fifth sub-hypothesis

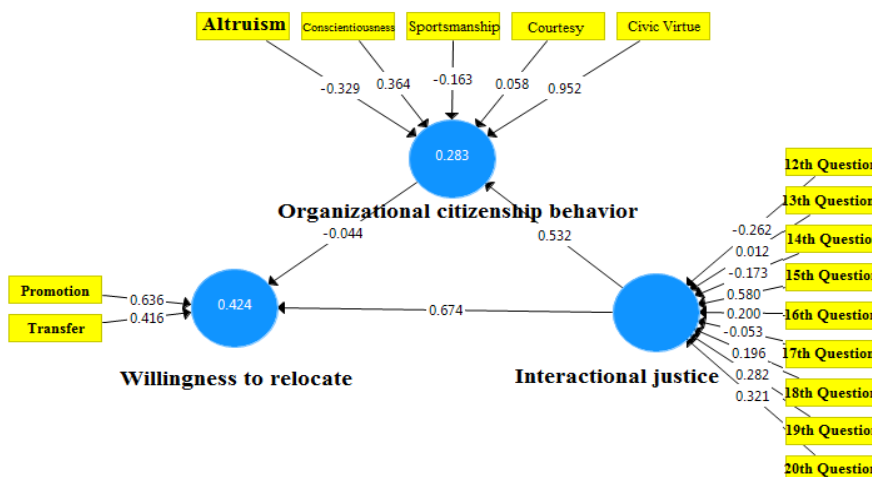
*Sub-hypothesis 6:* By explaining the mediating role of organizational citizenship behavior, interactive justice affects the employees' willingness to relocate.

**Table 10. Results of the 6th sub-hypothesis test**

Path direction: Direct	t	P<0/05	Path coefficient
Interactional justice and Willingness to relocate	8.108	2.57	0.674

Based on the information in **Table 10** and **Figure 9**, the path coefficient between interaction justice and willingness to relocate

(0.674) was significant, because the value calculated for the t statistic (8.108) at the error level of  $\alpha = 0.01$  was more than the critical t-value (2.57). On the other hand, the indirect effect of interaction justice and the willingness to relocate through the mediation of citizenship behavior ( $0.532 \times (-0.044) = -0.023$ ) was less than the direct effect of interaction justice and the willingness to relocate (0.674). So, it was concluded that interpersonal justice does not affect the willingness to relocate through citizenship behavior. Thus, sub-hypothesis 6 was not confirmed.



**Figure 9.** Standard path coefficients between the studied variables in the sixth sub-hypothesis

Table 11. Hypotheses test summary

Type of hypothesis	Hypothesis	Path coefficient (Indirect)	Path coefficient (Direct)	Hypothesis Test
Main	By explaining the mediating role of job satisfaction, organizational justice affects the employees' willingness to relocate	0.499	0.214	Confirmed
	By explaining the mediating role of organizational citizenship behavior, organizational justice affects the employees' willingness to relocate.	0.045	0.214	Rejected
Sub 1	By explaining the mediating role of job satisfaction, procedural justice affects the employees' willingness to relocate.	0.472	0.107	Confirmed
Sub 2	By explaining the mediating role of job satisfaction, distributive justice affects the employees' willingness to relocate	0.499	0.046	Confirmed
Sub 3	By explaining the mediating role of job satisfaction, interactive justice affects the employees' willingness to relocate	0.476	0.174	Confirmed
Sub 4	By explaining the mediating role of organizational citizenship behavior, procedural justice affects the employees' willingness to relocate.	0.033	0.554	Rejected
Sub 5	By explaining the mediating role of organizational citizenship behavior, distributive justice affects the employees' willingness to relocate.	0.059	0.481	Rejected
Sub 6	By explaining the mediating role of organizational citizenship behavior, interactive justice affects the employees' willingness to relocate.	-0.023	0.674	Rejected

## Conclusion and suggestion

Organizational justice and its various domains are the predictors of many organizational variables (Hassani & Judd Kordler, 2011, quoted by Naami & Shokrkan, 2006) [20]. Doing justice also helps decrease many workplace harms such as stress, retaliatory behavior, dismissals, and sabotages in the workplace.

As shown in **Table 11**, organizational justice does not affect the desire to move through job satisfaction, however, organizational justice does not affect the desire to move through the mediation of citizenship behavior. Because the indirect path of organizational justice to the willingness to relocate is mediated by job satisfaction and the direct path is also significant, so the mediation used in the current study is partial and because the direct and indirect path coefficients are positive and the product of the multiplication of their path coefficients is also positive, this mediation is a part of the complementary type. However the indirect path of organizational justice to the willingness to relocate mediated by organizational citizenship behavior is not significant, thus the model is without mediation, and since the direct path coefficient is significant, the model type is merely direct. Regarding the available findings, it was concluded that people who have felt injustice in their relocation are not satisfied with their job and are looking for a way to leave or move in the organization, and vice versa, though this injustice is related to the individuals' commitment and loyalty, and it has no effect on citizenship behavior in the organization, it will decrease the efficiency and motivation of the individual and endanger the individuals' job security. Regarding the existing findings, the interactional justice was the most significant factor in the calculations, and it can be inferred that, during the implementation of procedures, in determining judgments employees, pay more attention to the quality of interpersonal behavior (interpersonal behavior includes trust in relationships and the behavior of individuals and humility and respect.).

The results of the current study, in line with the job satisfaction variable, are consistent with the research done by Seyed Javadin *et al.* (2008), Bagherpour Valashani *et al.* (2012), Kristof (1996), Farhi Buzjani *et al.* (2010) [21-24]. It is also consistent with the results of the studies done by Rahimnia and Hoshyar (2010) on the effect of organizational justice on the willingness to leave the job through job satisfaction [25]. Al-Zu'bi (2010) has also revealed that there is a significant positive relationship between all three aspects of justice and job satisfaction, which is consistent with the results of the current study [26]. Hassani and Judd (2012) in a study entitled "The relationship between perception of organizational justice with the tendency to leave the job, job satisfaction and organizational citizenship behavior in Imam Reza Hospital" concluded that the mediating role of job satisfaction variable in the relationship between organizational justice and organizational citizenship behavior and the turnover was not confirmed that the results are not consistent with the present study.

The results of sub-hypotheses revealed that procedural justice by explaining the mediating role of job satisfaction affects the Lorestan governor staff's willingness to relocate. Lau, *et al.* (2008) concluded that distributive and procedural justices affect employee job satisfaction [27]. It was found that procedural justice has a significant overall effect on job satisfaction and the results are consistent with the current research. It is also consistent with the researches of Nadiri and Tordova (2009), Goodman and Friedman (1971) [28, 29]. Distributive justice by explaining the mediating role of job satisfaction affects the willingness to relocate of the Lorestan governorate staff. The results of this study are consistent with the studies done by Alexander and Runderman (1997), Folger and Konovsky (1989), and also the results of the research of Sulliman (2007) in line with the present study [30-32].

By explaining the mediating role of job satisfaction, interactive justice affects the willingness to relocate of the Lorestan

governorate staff. The results of the research are consistent with the research of Sulliman (2007), Nadiri and Tonova (2010), Hoffmann (2005) [28, 32, 33].

Generally, regarding the results of this study, it is recommended to the managers of the Lorestan Governorate Office to move employees horizontally (transfer) and vertically (promotion) at different levels in accordance with the organization's strategies and to refrain from transferring tastes. The transfer of employees should be without personal bias and intention, there should be a stability between the requested responsibility and the delegated authority. In evaluating employee performance, one should try to consider objective indicators instead of subjective indicators. They should show trust and respect when dealing with their employees. By delegating sufficient authority and responsibility to employees to do things, designating the job responsibilities, creating a healthy environment with human relationships, strengthening employee motivation, job independence, and job feedback to decrease employees' psychological stress and as a result reduce their relocation from the organization, increase salaries and benefits and welfare facilities, creating job security and supportive regulations, respect the employee's personality and work and create facilities to flourish the potential of individuals to increase employee motivation and as a result, reducing the willingness to relocate in the organization, by using procedural and interactive justice, the economic cost of which is very low, take steps towards employee satisfaction and lead the organization to lay the groundwork for participatory and justice-oriented organizations in attracting, continuing service and promoting human resources.

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