

RELATIONSHIP BETWEEN ORGANIZATIONAL JUSTICE AND JOB PERFORMANCE OF PAYAMENoor UNIVERSITY EMPLOYEES IN ARDABIL PROVINCE

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Abstract

The main purpose of this study is, surveying the relationship between organizational justice and job performance of payamenoor university employees in Ardabil province. The method of this research is applied correlation. The statistic societies are all employees of Payamenoor university of Ardabil (237 persons). The method of sampling is classified random sampling. The size of selected samples was 147 persons that they were determined by Cochran formula. The means of collecting data were two standard questionnaires: organizational justice with 17 items and job performance with 28 items. The face and context validity of questionnaires were reviewed by experts and for measuring the reliability of them was used Cronbach-alpha coefficient. To analyzing data were used one sample t test, Pearson correlation coefficient and multivariable regression. Findings show there is a positive relationship between organizational justice and its dimensions (distributive justice, procedural justice, informational justice) and job performance and its dimensions (context and obligation) and also there is a weak relationship between the above cases and procedural justice, so to promote employees' job performance in the area of organizational justice and its dimensions.

Keywords: job performance, context, obligation, organizational justice

INTRODUCTION

Today, knowing the exhaustive role of organizations in the human's social life, the role of justice in the organizations has been obvious more and more. At the present time, organizations play as a mirror in society, and justice establishment in them is as the establishment of justice in the society. So, organizational justice has been widely studied in the majors of management, psychology and organizational behavior (Parker & Kohlmeyer, 2005).

Organizational justice has been important because of its relationship with the main variables such as professional satisfaction, professional commitment and function (Colquitt et al,

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2001). Increasing individual productivity and professional performance is one of the results of organizational justice establishment. The researches show that when the managers behave justified with clerks, positive and rich relations will be formed between them. These positive and constituent relations cause motivation and increase the professional performance. This has particularly more relation with the increase of intercourse justice, it should be noted that assurance of organizational justice will be constant individuals to the substantial values of organization (Isfahani, 2008).

One of the most fixed results discussed in the history of the researches on justice, is this fact that humans show more positive and desirable reactions to the ways that follow the justice. The impact of justice on satisfaction and performance inside the organization has caused that the researches design hypothesis relating to how and the reason of individuals' attention to justice. Axial hypothesis is that organizational justice with the influencing the person's attitude about the organization, will influence the person in many areas. One of these areas is the professional performance that means the rate that the clerks do their tasks in a certain work condition (Mohyeldin & Suliman, 2007). When there isn't justice in an organization, the attitudes about this organization will naturally decrease the satisfaction level, and individual performance in the clerks and even ارشد managers and authorities in the organization. The function of expected general values title of the organization has been defined from the behavioral separated parts that a person does in a certain period of the time (Barati et al, 2009).

Organizational authorities like Byrman, Kampell and Motovidlu,... recently, divided the function into two dimensions as follow:

Duty function includes the behavior of the clerks who share directly in changing the organizational resources to the goods¹ and services (Feizi et al 2011, said by Hadithi, 2010). زمینه ای function includes the activities that a working person does in order to support the social environment of the organization. Context function includes those behaviors that help the efficiency of organization by influencing the areas of psychological, social and organizational. In continue, the results of the related researches are discussed:

Haghighi et al (2009), in a research about the impact of organizational justice on the clerks performance, concluded that employees understandings about the rate of following the procedural and distributional justice in this organization influence their performance, but there is no relation between the clerks understandings about the rate of intercourse justice and the performance in this organization.

Iranzadeh & Asadi (2009), in their research called studying the relationship of civil behavior and organizational justice with job satisfaction, found that there is a positive and meaningful relationship between the organizational justice and civil behavior variables with the clerks' job satisfaction and both have the variable of predicting the job satisfaction. The other finding of this research was that there is no meaningful difference between two groups of male and female clerks in terms of civil behavior mean.

Robinson (2004), in a research called the impact of the individual differences in the relation between the clerks understanding about organizational justice and the organizational variables, has studied the relationship between the organizational justice and the professional performance and concluded that justice is a meaningful predicting for the professional performance.

Aryee & budhwar (2004) in a research called the interchange of justice and employees' performance; studying the relationship between the organizational policies and procedural justice where the impact of procedural justice on the employees' performance has been studied, the results showed that procedural justice is related to the duty function and context function.

Vigoda-Godot et al (2004) in a research called "The theory of targeting and job feedback and the organizational civil behavior" concluded that there is a meaningful and positive relationship between the organizational justice and the professional commitment; There is a positive and meaningful relationship between formal performance and professional commitment. Also, there is a meaningful and positive between the organizational justice and clerks formal performance.

Nasordin (2007) in a study called organizational justice and the history of the professional performance found that the distributional justice itself has a meaningful and positive relation with duty function, on the other hand, it is only in procedural justice that there is a meaningful and positive relationship related to the negative performance.

Walumbwa et al (2009) in a research called "organizational justice, volunteer learning behavior and job performance; his study about decreasing impacts of identity and member-leader interchange" indicated that procedural justice, distributive justice and interactional justice have positive and meaningful relationship with job performance.

Chien et al (2010) in a research called the payment based on performance, procedural justice and job performance concluded that there is a meaningful and positive relationship between procedural justice and context performance.

According to the above subjects, following questions have been considered in this research:

- How is the organizational justice statue in Payamenoor university of Ardabil in the employees' point of view?
- How is the professional performance statue in Payamenoor university of Ardabil in the employees' point of view?
- Is there any relationship between the distributive justice and the job performance of in Payamenoor university of Ardabil?
- Is there any relationship between the procedural justice and the job performance of in Payamenoor university of Ardabil?
- Is there any relationship between the intercourse justice and the job performance of in Payamenoor university of Ardabil?
- Is there any relationship between the informational justice and the job performance of in Payamenoor university of Ardabil?

METHODOLOGY

The method of this research is applied correlation. The statistic societies are all employees of Payamenoor university of Ardabil (237 persons). The method of sampling is classified random sampling. The size of selected samples was 147 persons that they were determined by Cocran formula. The means of collecting data were two standard questionnaires: organizational justice and job performance. Organizational justice questionnaire includes 17 questions that distributive, procedural, intercourse and informational justice measure respectively (questions 1-8), (questions 9-11), (questions 12-14) and (15-17).

The job performance questionnaire includes two components, obligation and context performance. The obligation performance was measured by Biern et al.'s 10 questions checking index (2005). The context performance was measured by conoy's 18 questions index (1999, said by Ahmadabadi, 2008).

The face and context validity of questionnaires were reviewed by experts and for measuring the reliability of them was used cronbach-alpha coefficient. Findings are as follow:

Table 1: The amount of alpha in organizational justice questionnaire

| Questionnaire | The amount of Alpha |
|------------------------|---------------------|
| Distributive justice | 0.88 |
| Procedural justice | 0.82 |
| Intercourse justice | 0.87 |
| Informational justice | 0.82 |
| Organizational justice | 0.93 |

Table 2: The amount of alpha in job performance questionnaire

| Questionnaire | The amount of alpha |
|------------------------|---------------------|
| Obligation performance | 0.83 |
| Context performance | 0.85 |
| Job performance | 0.87 |

For analyzing data were used one sample t test, Pearson correlation coefficient and multivariable regression.

FINDINGS

First question: How is the view of employees about the statue of organizational justice in Payamenoor university of Ardabil?

Table 3: The statue of organizational justice

| Variables | Mean | S.D | t | Significance level |
|------------------------|------|------|-------|--------------------|
| Distributive justice | 3.62 | 4.22 | 14.38 | .000 |
| Procedural justice | 3.09 | 2.05 | 1.73 | .046 |
| intercourse justice | 2.71 | 3.02 | -3.40 | .001 |
| Informational justice | 3.27 | 2.74 | 3.69 | .000 |
| Organizational justice | 3.31 | 8.10 | 7.91 | .000 |

Findings show that the amount of t statistic for organizational justice is meaningful in significance level 0.05. It can be concluded that organizational justice in Payamenoor university of Ardabil has suitable situation. The situation of distributive, procedural and informational justice is suitable and the situation of intercourse justice in significance level 95% is meaningful. But the conceptual mean is lower than the mean level so the situation of intercourse justice in Ardabil Payamenoor isn't suitable.

Second question: How is the view of employees about the statue of job performance in Payamenoor university of Ardabil?

Table 4: The statue of job performance

| Variables | Mean | S.D | t | Significance level |
|------------------------|------|-------|-------|--------------------|
| Obligation performance | 4.88 | 11.68 | 9.13 | .000 |
| Context performance | 5.26 | 21.12 | 13.08 | .000 |
| Job performance | 5.12 | 19.95 | 14.78 | .000 |

Findings show that the amount of t statistic for job performance is meaningful in significance level 95%. . It can be concluded that job performance in of Payamenoor university of Ardabil has suitable situation.

Third question: Is there any relationship between distributive justice and job performance in Payamenoor university of Ardabil?

Table 5: The matrix of correlation between distributive justice and job performance

| Variables | 1 | 2 | 3 | 4 |
|------------------------|----------|----------|----------|----------|
| obligation performance | 1 | | | |
| Context performance | .637 | 1 | | |
| Job performance | .836 | .954 | 1 | |
| Distributive justice | .375 | .389 | .201 | 1 |

Table 5 includes the information about correlation between distributive justice and job performance. The correlations of distributive justice with obligation, context and job performance are respectively 0.375, 0.389 and 0.201.

Forth question: Is there any relationship between procedural justice and job performance of Payamenoor university of Ardabil employees?

Table six: The matrix of correlation between procedural justice and job performance

| Variables | 1 | 2 | 3 | 4 |
|------------------------|----------|----------|----------|----------|
| Obligation performance | 1 | | | |
| Context performance | .637 | 1 | | |
| Job performance | .839 | .954 | 1 | |
| Procedural justice | .343 | .369 | .282 | 1 |

Table 6 includes the information about correlation between procedural justice and job performance. The correlations of procedural justice with obligation, context and job performance are respectively 0.363, 0.369 and 0.282.

Fifth question: Is there any relationship between intercourse justice and job performance of Payamenoor university of Ardabil employees?

Table 7: The matrix of correlation between intercourse justice and job performance

| Variables | 1 | 2 | 3 | 4 |
|------------------------|----------|----------|----------|----------|
| Obligation performance | 1 | | | |
| Context performance | .637 | 1 | | |
| Job performance | .839 | .954 | 1 | |
| intercourse justice | .112 | .102 | .086 | 1 |

Table 7 includes the information about correlation between intercourse justice and job performance. The correlations of intercourse justice with obligation, context and job performance are respectively 0.112, 0.102 and 0.086.

Sixth question: Is there any relationship between informational justice and job performance of Payamenoor university of Ardabil employees?

Table eight: The matrix of correlation between informational justice and job performance

| Variables | 1 | 2 | 3 | 4 |
|------------------------|----------|----------|----------|----------|
| obligation performance | 1 | | | |
| Context performance | .637 | 1 | | |
| Job performance | .839 | .954 | 1 | |
| informational justice | .338 | .203 | .387 | 1 |

Table 8 includes the information about correlation between informational justice and job performance. The correlations of informational justice with obligation, context and job performance are respectively 0.338, 0.203 and 0.387.

Seventh question: How much is the share of organizational justice dimensions in predicting the job performance of Payamenoor university of Ardabil employees?

Table 9: Predicting the effectiveness of organizational justice dimensions on employees' job performance

| Variance analysis | | | | | |
|--|--------------------------------|------------------------|-------------------------|----------|------------|
| <i>Model</i> | <i>Total squares</i> | <i>df</i> | <i>Mean squares</i> | <i>F</i> | <i>Sig</i> |
| Regression | 25568.525 | 5 | 5113.705 | 2.757 | .000 |
| Remainder | 92952.754 | 141 | 659.239 | | |
| Total | 11852.279 | 146 | | | |
| Coefficient | | | | | |
| <i>Model</i> | <i>Nonstandard coefficient</i> | | <i>Std. coefficient</i> | <i>T</i> | <i>Sig</i> |
| | <i>B</i> | <i>Standard. Error</i> | | | |
| Fixed | 88.744 | 63.08 | - | 1.407 | .000 |
| Distributive justice | 4001 | .615 | .179 | 3.278 | .024 |
| Procedural justice | 2.196 | 1.021 | .223 | 3.099 | .002 |
| intercourse justice | -0.899 | .725 | -.096 | -1.241 | .217 |
| Informational justice | 5.794 | 4.155 | .106 | 1.394 | .165 |
| Organizational justice | 0.855 | .278 | .249 | 3.072 | .003 |
| R ² =0.564 RS=.316 Adj=.288 | | | | | |

For determining the share of organizational justice dimensions in predicting the job performance of employees was used multivariable regression by ... method. Findings of table 9 show that the rate of correlation of job performance in a lineal combination with organizational justice dimensions is 0.564. Determination coefficient is 0.316%, adjusted R is 0.288% and F is 2.757. It means that 316% of variance of job performance is predictable by organizational justice dimensions. So, distributive and procedural justice dimensions can predict the job performance of employees in positive direction, but intercourse and informational justice can't predict the job performance of employees.

DISCUSSION AND CONCLUSION

Results obtained from question No.1 showed that t statistic amount for the organizational justice is meaningful in %95 assurance level, so we can argue that the organizational justice in Payamenoor university of Ardabil in the employees' points of view has a suitable condition. This finding is consistent to Moazen et al's research (2011) that it has stated the mean of professional performance, higher than the average, level.

Result obtained from question No.3 indicated that the relationship of distributive justice with job performance and its components is positive and meaningful. This finding is consistent with Haghighi et al's research (2009), stating that there is a relationship between distributive justice and job performance and with Karimi Gughari et al's research (2012) stating that there is a meaningful relationship between distributive justice and obligational performance and also with Naderi's (2010) and Vigoda et al's researches (2007) stating there is a positive relationship between organizational justice and job performance.

Results from question No.4 show that there is a meaningful and positive relationship between procedural justice and job performance and it's components. This finding is consistent with Barati et al's (2009), Haghighi et al's (2009), Naderi's (2010), Karimi et al's (2012), Vigoda et al's (2007), Nasuridin's (2007), Tiler et al's (1998), Basoul & Budrio (2000), Kohn et al's (2001) and Aryee & budhwar's (2004) researches that concluded there is a meaningful relationship between procedural justice and the job performance.

As the result of this research shows that there is a positive relationship between organizational justice and its dimensions (distributive justice, procedural justice, informational justice) and job performance and its dimensions (context and obligation) and also there is a weak relationship between the above cases and procedural justice, so to promote employees' job performance in the area of organizational justice and its dimensions, following applicable and executive solution are represented:

- Following the justice in employees' award
- Establishing the salary system.
- Adjusting and dividing employees working volume
- Ensuring the clerks based on the lack of discrimination in the organization
- Collecting the complete and precise information before job decision making
- Employees enough justification about the decision making
- Respecting employees rights and duties in decisions making.

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