

Survey of Relationship between Organizational Justice and Staff's Efficiency in Education Factory in the City of Urmia

Reza Shakoorzadeh^{1*}, Ronak Vaisi¹, Sajjad Maheri², Setare Ebadi¹ and Zainab Dolatshah¹

¹Allameh Tabataba'i University, Iran; reza.shakoorzadeh@yahoo.com

²Azad University of Tabriz, Iran

Abstract

A study of the relationship between organizational justice and efficiency in staff education Urmia city in 1392-1393 was conducted. Purpose of this is to realize that the answer to the question, what is the relationship between organizational justice and employee performance. In order to analyze the data, descriptive and inferential statistical methods and indicators of median Spearman correlation, Kruskal-Wallis rank test was used. According to the results, performance, personnel management, organizational justice, respect them, they are more. Procedural justice administrators, staff performance is more related to distributive justice and interactional justice administrators have little relevance to the performance of employees in the organization, as well as the effectiveness of staff with work experience, education, the employment relationship was not significant.

Keywords: Cooperative Justice, Distributive Justice, Organizational Justice, Policy Justice, Staffs Efficiency

1. Introduction

Integral part of our high level of organization, prior to birth or in the womb by the organizations we care and in a medical organization we started opening eyes to the world. In many organizations see training and meanwhile we are working in an organized and timely communication with other organizations and finally, in a special ceremony organized by the funeral and burial, we leave the world stage. So many people spend their lives in institutions or in relation to organizations and this reflect the importance of organizations in today's world.

Leaders from the beginnings of the organization have continually tried to improve it. Until with using of previous academic experience and methods of the present techniques that result from scientific theories and achievements school management can increase the efficiency and effectiveness of the organization.

It is clear that effective human resources, is the most important asset of any organization. In explaining the importance role of Individuals in comparison with capital and technology are the three factors that increase the productivity, almost all experts have identified that human resources is most important factor and that, if necessary, can be made for other methods of capital in the form of loans or to buy the technology from them but in terms of human resources as well as capital and technology may not be granted. But human resources should be developed as the main assets of the community and the adoption of appropriate policies, incentives in their efforts to create. Optimum use of human resources based on measures to preserve and protect the body and spirit of staff are made. It must therefore be considered in planning and human resource management attention to the issue of staff¹.

Justice and its implementation is one of the basic and natural needs of human that historically there has provided the framework for the development of human

*Author for correspondence

societies. Parallel to the development of human society theories of justice, has evolved and its range of religions and philosophical theories to empirical research has been drawn. After the industrial revolution and the mechanization of human societies, organizations have thrown the rule human life that every from birth to death is directly related to it and today, life is not imaginable without organizations. The administration of justice in society depends on the existence of organizational justice. The investigation of justice in organizations comes together in the early 1960s. After 1990, a new chapter of empirical studies begins on organizational justice that the results of the three kinds of justice that the distributive justice, procedural justice and interactional justice in organizations⁸.

2. Statement of the Problem

According to the human as largest capital of organizations and study of human behavior has a short history. A new scientific discipline that has a systematic approach to human behavior in organizations and using the results from behavioral science and organizational behavior studies and experiences is the development of human resources and organization that with productive and participation of employees in all sectors increase their efficiency in the manner desired^{10,11}. Leaders from the beginnings of the organization has continually tried to improve its. Until with using of previous academic experience and methods of the present techniques that result from scientific theories and achievements school management can increase the efficiency and effectiveness of the organization. This new scientific discipline with a planned change, consistent the human factor is with the external environment, destroy Internal conflicts and create a cohesive groups and achievements of the school management can to increase the efficiency and effectiveness of the organization.

Most schools aim is to increase management efficiency and effectiveness of the organization. Of course, some of them due to the limited attitudes and assumptions about the organization and humans have failed to achieve their purpose. For example, the classical school with the assumption of rational and economic man, using the principles and scientific management function, adherence to bureaucratic model to improve and increase the efficiency of the administration, mechanically looked the man, renounce those informal relations in the work

place, and basically formal organization structure and implementation of laws and regulations concerned has uncritically². In general “the recovery and improvement organization” process which practices through behavioral science and knowledge to help the organization to achieve greater effectiveness, such as improving the living conditions (increased comfort), increase productivity and improve the quality of goods and services used. It aims to improve the ability of facilities to assess and solve organizational problems. On the other hand, “the recovery and improvement organization” process, to improve the whole system, namely the organization itself and its subsidiaries and associated parts and relationship with the environment are designed^{10,11}.

3. Effectiveness and Efficiency

In terms of effectiveness and efficiency is often synonymous and are used interchangeably. To eliminate doubt and confusion, a brief description is given of effectiveness. Initial perceptions of organizational effectiveness, which was a very simple and understanding the effectiveness agreed targets by the organization. But there is an ambiguity in the definition it is the purpose of goals, short-term or long-term goals or a combination of both? The objectives of the effectiveness of organizational activities which are? This point becomes clearer when a goal is reached and approved by the majority of scholars consider and its necessary conditions of organizational success, this purpose is business survive and maintain¹⁶. “The effectiveness of the degree or extent to which the organization will achieve its desired goals”. Effectiveness is a general concept, the effectiveness can be expressed more simply “doing things right”¹⁶. While the efficiency of the implementation of the right things in the organization, the decisions to reduce costs, increase production and improve product quality to be adopted²⁰. Peter Drucker, said the performance in the case “Efficiency is doing work properly”, in other words, efficiency determined on the side of labor, how much money and materials is needed to a given level of output or specific purpose to achieve. Thus the efficiency, can be said implies the rational use of resources to achieve organizational objectives implies¹⁴.

The purpose of efficiency, waste is minimized and economical use of resources to achieve organizational goals and valuable results¹³. Efficiency points of views are ratio of actual output to expected output¹⁵. Or the amount of

work done over the amount of work that must be done¹.

Various studies in industrial organizations, military, administrative and educational show that employees can more efficiency and a stronger desire to stay in their jobs should have a high part satisfaction from their jobs and job attachment should have and a high commitment to carry out their duties. This also leads to a sense of responsibility, understanding of the job and devotion. Organizational justice widely in the fields of management, applied psychology and organizational behavior has been studied. Research has shown that justice processes play an important role in the organization and how to deal with people in organizations may influence the beliefs, feelings, attitudes and behavior of employees. Fair treatment by the staff generally leads to higher efficiency and commitment to the organization and citizenship behavior is beyond their role. On the other hand, those who feel the injustice they are more likely to leave the organization or low levels of efficiency and organizational commitment to the show or aberrant behaviors such as revenge, they may even start¹⁹.

Research has shown that justice processes play an important role in the organization and how to deal with people in organizations may affect beliefs, feelings, attitudes and behavior of employees. Fair treatment by the staff generally leads to higher efficiency and commitment to the organization and citizenship behavior is beyond their role. On the other hand, those who feel the injustice they are more likely to leave the organization or low levels of efficiency and organizational commitment to the show or aberrant behaviors such as revenge, they may even start. Therefore, understanding how people make judgments about justice in their organizations and how they respond to the justice or injustice perceived, is the basic issue, especially for understanding organizational behavior⁴.

3.1 Organizational Justice

Organizational justice is composed of three domains:



Figure 1. Organizational Justice.

3.1.1 Distributive Justice

About 40 years ago, psychologist Jay Stacy Adams presented his theory of equality and in the idea show that people want to receive fair reward towards work, in other words, the size of colleagues, rewards for work benefit^{6,7}. According to Adams equality is achieved when employees feel that the ratios of inputs (effort) into outputs (reward) are equal to the ratio of their colleagues⁹.

Greenberg⁶ believes that employees who feel they are unequal, with negative reactions such as refusal to work, negligence and poor organizational citizenship behavior and its acute form resigns from job respond to the inequality.

According to Robins¹⁷ historically, equity theory focuses on the perceived fairness of the distribution of rewards among individuals. This type of organizational justice has many applications and researches, the relationship between justice with many variables such as the quality and quantity of work reviewed. Because, focus of this justice to outcome, it is anticipated that this form of justice mainly related to cognitive, emotional and behavioral responses. So when a particular outcome is perceived to be unfair, this injustice must the emotions (like anger, contentment, pride or guilt) cognitive (for example, distorted understanding of the inputs and outputs themselves or others), and finally behavior (such as performance or turnover) to be affected⁵.

3.1.2 Procedural Justice

Procedural justice is perceptions of the justice process that is used to determine the distribution of rewards, to increase the understanding of procedural justice, personnel are positive to Boss and organization, even if they have complained from pay, promotions and other personal effects¹⁷.

3.1.3 Interactional Justice

The third type of organizational justice, called interactional justice. Interactional justice, including a method

that organizational justice transmitted by the supervisors to subordinates¹⁸. This kind of justice related to aspects of communication (such as politeness, honesty and respect) between the transmitter and receiver justice. Therefore, when an employee feels injustice interacting most likely the employee's show rather negative reaction to the supervisor rather organization. It is anticipated that the employee in general, is not satisfied their direct supervisor rather than organization. Also predominantly this negative attitude is toward the supervisor and some of these negative attitudes return to the organization⁵.

According to Moorman, distributive, procedural and interactional justice, correlated and each are distinct aspects of organizational justice. In her view, organizational justice in the general is defined: distributive, procedural and interactional justice¹⁸.

Result of the perception of justice → Work performance

Homology theory, provided certain assumptions with respect to the effect perceived distributive justice on the performance, namely when the employee is perceived distributive injustice, the employee may alter the quality and quantity of work to restore justice. In the procedural justice the relationship between this type of justice and practice is uncertain. Instead, this Justice has effects on attitudes and quality of work life. Procedural justice may, through their effects on attitudes, affect performance. For example, when procedural injustice has affects negatively on general attitudes towards the organization and authorities, likely these attitudes will have a negative impact on performance. In fact, it is alleged that procedural justice is raised when the target is group order (coordination). Interactional justice, this kind of justice may be through his relationship with the supervisor attitudes, related to practices. Namely, the discontents of direct supervisor can lead to poor performance. The individual, fairness creates job satisfaction, human needs rather than being controlled, self-esteem, sense of belonging and moral rules. In terms of organizational justice, establishing the law in the management, following this reduces anti-job behavior, raise confidence in management, reduce fear of research and seeking staff and encourages them to cooperate⁸.

According to this question is posed: "What relationship is there between organizational justice and efficiency of the staff?"

4. Research Hypotheses

4.1 Main Hypothesis

There is a relationship between organizational justice and employee efficiency

4.2 Sub Hypothesis

- There is a relationship between distributive justice and personnel efficiency.
- There is a relationship between procedural justice and personnel efficiency.
- There is a relationship between Interactional justice and personnel efficiency.

4.2.1 Method of the Research

The populations of this study were all employees of the Urmia City Education. The sample in this research determined through Krejcie table and Morgan that is the 250 number. Sampling method is stratified random. First, list to all employees in 1393 was provided and with respect to the number of homogeneous people who are working in each organizational unit sampling has been done in this research was to gather information we have used from field method study and two types of questionnaires, organizational justice and efficiency, to complete investigation background use of the library method. Organizational Justice and performance questionnaires set in three parts. The first part contains an introduction to prepare the participants to be aware of research and questionnaires; the second part related to demographic characteristics that contains information about the type, position, education, work shift. The third part contains the research main questions. Organizational justice questionnaire based on Likert scale as close to 4 option, scales respective (strongly agree, agree, disagree, completely disagree) is set. Also the performance questionnaire in scales (very high, high, very low, low) is set. So the main tool used in this research to measure and collect data is the tow questionnaire of justice and organizational performance. The performance questionnaire was composed of 27 questions and was researcher made. Research tool by management experts studied and reliability has been confirmed. Validity of the questionnaire was conducted by researchers with the 25 questionnaires distributed among the participants as the initial test and Cronbach's alpha coefficient was calculated using SPSS software which

is equal to 85%. Moorman and Niyhef Organizational justice questionnaire with Cronbach's alpha coefficient 61/86% was used. To analyze the data, descriptive and inferential statistics and medians and Spearman correlation coefficient, Kruskal-Wallis rank test was used.

Organizational justice questionnaire with three components of interactional justice, procedural justice and distributive justice by doctor Shokrkon and doctor Namy from Ahvaz University faculty members have been translated and edited by him and other professors of psychology and educational science research used and its validity has been confirmed.

5. Test Hypotheses

In this study, the test carefully considered 95% .

5.1 The Main Hypothesis

- There is a relationship between organizational justice and employee efficiency.

To test this hypothesis, we used the Spearman correlation test this test gives us the correlation coefficient between the two variables, functions and organizational justice and also gives us the sig. That is relevant to test this, whether the managers of organizational justice on employee efficiency is ineffective or not. After a certain steps, down result has been achieved.

Table 1. Relationship between organizational justice and employee efficiency

Efficiency	Organizational Justice	
	Spearman Correlation Coefficients	.205
Sig	.001	
Count	250	

Table 2. Relationship between distributive justice and employee efficiency

Efficiency	Distributive Justice	
	Spearman Correlation Coefficients	.224
Sig	.000	
Count	250	

Due to the high output notice sig value is smaller than 0.05. Therefore, we assume none effect on the two variables is rejected. Thus, with 95% accuracy can say between observance manager organizational justice and staff efficiency, there is significant relationship. Since the positive correlation coefficient can say there is a direct relationship between two variables. As one increases the other increases. The main hypothesis of this paper accepted at the 95% level.

In terms of organizational justice, establishing the law in the management, following this reduces anti-job behavior, raise confidence in management, reduce fear of research and seeking staff and encourages them to cooperate. So the main hypothesis of this study is in line with other theories and research.

- Now we pay the sub hypothesis.

5.2 Sub-Hypothesis 1

- There is a relationship between distributive justice and personnel efficiency.

To test this hypothesis, we used the Spearman correlation test, this test gives us the correlation coefficient between the two variables, distributive justice and personnel efficiency and also gives us the sig, that is relevant to test this, whether the distributive justice is ineffective or not on efficiency. After a certain steps, down result has been achieved.

Due to the high output notice sig value is smaller than 0.05. Therefore, we assume none effect on the two variables is rejected. Thus, with 95% accuracy can say between distributive justice and staff efficiency, there is significant relationship. So the second sub-hypothesis of this study accepted at 95%.

When Individuals of an organization judgment about the extent to which consequences are appropriate, just and moral in fact the distributive justice in the organization will be judged.

Distributive justice is essentially based on the principle of exchange. What people have to organize see an exchange for what they have received. When consequences of their inputs being equal with the inputs to else, they are satisfied. If perception the imbalance, will make uncomfortable feel. There are an imbalance, provoked people to achieve equality or reduced inequality.

5.3 Sub-Hypothesis 2

- There is a relationship between procedural justice and personnel efficiency.

To test this hypothesis, we used the Spearman correlation test, this test gives us the correlation coefficient between the two variables, procedural justice and personnel efficiency and also gives us the sig, that is relevant to test this, whether the procedural justice is ineffective or not on efficiency. After a certain steps, down result has been achieved.

Table 3. Relationship between procedural justice and efficiency of staff

Efficiency	Procedural Justice	
	Spearman Correlation Coefficients	.248
Sig	.000	
Count	250	

Table 4. The relationship between interactional justice and efficiency of staff

Efficiency	Interactional Justice	
	Spearman Correlation Coefficients	.095
Sig	.135	
Count	250	

Due to the high output notice sig value is smaller than 0.05. Therefore, we assume none effect on the two variables is rejected. Thus, with 95% accuracy can say between procedural justice and staff efficiency, there is significant relationship. So the third sub-hypothesis of this study accepted at 95%.

5.4 Sub-Hypothesis 3

- There is a relationship between Interactional justice and personnel efficiency.

To test this hypothesis, we used the Spearman correlation test, this test gives us the correlation coefficient between the two variables, Interactional justice and personnel efficiency and also gives us the sig, that is relevant to test this, whether the Interactional justice is ineffective or not on efficiency. After a certain steps, down result has been achieved.

Due to the high output notice sig value is not smaller than 0.05. Therefore, we assume none effect on the two variables is not rejected. Thus, with 95% accuracy can say between Interactional justice and staff efficiency, there is not significant relationship. So the third sub-hypothesis of this study not accepted at 95%.

6. Discussion and Conclusion

The purpose of this study was to investigate the relationship between organizational justice and employee performance in education at the city of Urmia in year 1393. For the purpose of education staffs who were 635 people, 250 of them were selected for sampling.

The results showed that between organizational justice and efficiency of staff, there is a significant relationship. In other words, with increase in staff organizational justice, their performance is also enhanced.

The results show that between the elements of justice (distributive and procedural) and performance there is significant relationship. In other words, with increase in staff distributive justice and procedural, efficiency increased. But there is no significant relationship between interactional justice and efficiency. Also results showed

that between organizational justice and confounding variables (years of service, education, position) there is no significant relationship.

According to the results and discussions gets information that intimacy in the workplace, avoidance of discrimination, prevent the use of processes and procedures that prevent employees development in their work field, cause pleasure and satisfaction, and increase operational efficiency of the staff. If the agenda and volume of works and powers and job responsibilities forces be fair, before taking new decisions, different perspectives to be heard, decisions turn out well for others and in case they are given sufficient information to individuals, certainly, essential steps to be taken in the procedural justice and interactional justice and in this case is that employees feel the organizational justice and certainly increase their willingness to further efforts in the organization and its goals. And working life with vitality and high performance and finally, organizational performance will be much more. It is worthy to note that the organizations we have today is a miniature of society and they chemists justice as justice in society.

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