

## A Study of the Relationship Between Organizational Justice and Job Performance

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**Abstract:** The aim of the current study is to survey the relationship between organizational justice and job performance among bank personnel in Iran. Statistical population includes 112 personnel of Ministry of Education in Kermanshah Province. The researchers use simple random sampling and utilized questionnaire for gathering usable data. To analyze data, SPSS and LISREL Softwares have been used. The results of the current study show that organizational justice has a significant positive impact on job performance of personnel. Further, distributive justice, procedural justice and interactional justice impact job performance of employees positively. Therefore, managers of organizations should pay attention to organizational justice and the related concepts to achieve competitive advantages through employees.

**Key words:** Organizational justice, job performance, Ministry of Education, Kermanshah, attention

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### INTRODUCTION

Justice and its implementation are one of the fundamental and innate needs of human which throughout history, its existence as provided an appropriate context for the development of human society. Justice theories have evolved in parallel to development and progression of human society and its range of religions and philosophical theories has become to empirical research. After the industrial revolution and the mechanization of human societies, organizations have control human life that every human being from birth to death is directly dependent on them. Today, life without organizations is inconceivable, so the administration of justice in society depends on justice in organizations. The 1st research on justice in organizations goes back to the early 1960s. After 1990 begins a new chapter of empirical studies on organizational justice which resulted in the identification of 3 types of justice are distributive justice, procedural justice and interactional justice in organizations. In this study has attempted to these 3 types of justice and related issues to be addressed comprehensively.

Throughout history one of the basic human longings has been the administration of justice and its realization in society. In this regard, various schools and thoughts of human and divine have proposed solutions to define and deploy it. The 1st definitions of justice is appointed to

Socrates, Plato and Aristotle. One of the most Socratic questioning was about the nature of justice. After Socrates, his student Plato in the Republic book. The most important effect of himself called justice that the 1st and oldest detailed discussion is about justice in the old political philosophy (Maramy, 1999). Plato in the Republic book was in following this question that why the wise men virtuous like Socrates was sentenced to death in the community of Greece. His motive was to analyze and explain the justice in Athens society and what is the concept of justice. According to Plato, justice would be achieved when in government anyone will pay to do deserve it. As the just man is also human who three components of her soul (anger, lust and reason) under the rule of reason, be coordinated. According to Aristotle student of Plato also equal treatment of people is justice (Maramy, 1999).

Aristotle believed that the masses of the people for this reason, protest that be treated with injustice with them from the perspective of Thomas Aquinas true justice is when ruling give concession to every man according to his dignity and strength. From the perspective of liberal theory justice means that the government should not behave citizens with discrimination unless in the fields of target, there were differences among them. In the liberal conception of justice is focus shifted to the fair distribution of power in society (Maramy, 1999).

Justice on the concept of radical in the slogan and famous formula of Marx "From each according to his ability and to each according to his needs" summarized. The center of gravity in this concept is equitable distribution of wealth (Maramy, 1999). In all Islamic political thought, the basis and foundation of all principles is justice. Divine verses refer to the Prophet sent with torches guide and gave them the book and amount until establish justice. Sending the prophets and canonization of religions in order to achieve justice and equity with a broad sense of the word has been in human life system. As far as has been quoted by Messenger of Allah (PBUH)".

The country remains in unbelief but is not viable by "injustice". Thus can be seen that justice and the establishment of it has been as a requirement for human societies. Abraham as the prominent psychologists in the field of motivation raised hierarchy of human needs. That although, justice has no place in this hierarchy. However, Maslow had been aware of its importance and has warned of the consequences of injustice. Maslow nearly has proposed justice as a fundamental requirement and make it with fairness, honesty and discipline has placed in a group and has mentioned them as essential preconditions to satisfy the needs (Taylor, 2003) but in the field of organization and management, studies and preliminary research about justice returns in the early 1960's and researches of Jay Stacy Adams. However, the importance of this issue would be clear for the management researchers from 1990. So that the study presented in this field have been a growing trend over the years.

#### **Literature review**

**The meaning of justice:** About 1 of the difficulties discussion of justice is ambiguity in its definitions and meanings. There are >10 synonyms for some words in the Arabic language and the word of justice is possessed such synonyms. So there are several meanings for each aspect of justice. Perhaps most important of it is installment intention, endurance, middle portion, share, amount, fairness etc. Equivalent word in French and English is (justice) and in Latin (justitia). Oxford dictionaries has described the justice as protect the rights of the exercise of researchery and power and defend the rights with determine a reward or punishment but what in the definitions of this word is closer to our objectives. The concept of justice means equality and parity justice and fairness, judge with truth and other concepts such as these.

**Study of justice in organizations:** Organizations and organized is integral part of our lives. Before the birth in the womb would be care by organizations in a medical

organization, we can open the eyes to the world were trained in many organizations and in time we are working in an organization. At the same time we work with many organizations and relationship. Finally, in a special organization with ceremony funeral and we leave the world burial stage. So, people spent most of his life in organizations or in their relationship with organizations and this shows the importance of organizations in today's world but about justice in organizations what research and studies has been done. Organizational justice is widely used in the fields of management applied psychology and organizational behavior research and studied (Parker and Kohlmeyer, 2005). 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 behaviors of employees.

Fair treatment by the organization personnel generally lead to a higher commitment of them to the organization and extra-role of citizenship behavior of them. On the other hand people who feel injustice more likely to leave organization or show low levels of organizational commitment and may even begin to have abnormal behaviors like revenge. So, understanding how people make judgments about justice in their organizations and how they respond to perceived justice or injustice is the basic issue, especially for understanding organizational behavior.

As mentioned although, the initial studies about justice returns in the early 1960s and work of Jay Stacy Adams. However, most studies on justice in organizations were started in 1990. According to a report from published sources in this field, nearly 400 applied research and >100 fundamental research focused on issues of fairness and equity in the enterprise has been registered since 2001 (Cohen-Charash and Spector, 2001). In one direction In this research seeks to determine sources or centers of justice. This means that what or who the employees knows cause of injustice in the organization.

**Association of organizational justice:** New work of in this area shows that employees with at least 2 sources in about the administration of justice or its violations face in organization. The most obvious of these resources is supervisor direct manager. the supervisor has the authority to subordinates. He could have influence on important implications such as a pay rise or promotion opportunities subordinates. The second source. That employees may a scribed this justice or injustice to it is organization itself as a whole. Although, this source is more invisible but due to it is also important. Most of the time people consider their organizations as independent social actors. Which are capable of the administration of

justice or its violation. For example, when employers (organizations) violate contracts the staff also react to this action. Thus, according to a study of discrimination in organizations, staff distinguish between discrimination by the supervisor or discrimination by the organization (Rupp and Cropanzano, 2002).

Another, route that has paid to it in the field of research and development, organizational justice is types of justice in organizations, their preconditions and consequences. According to research in this area have been recognized 3 types of justice in the workplace.

**Distributive justice:** About 40 year ago, psychologist named Jay Stacy Adams presented his theory of equality and this theory suggests that people tend, receive a fair reward toward work; In other words, profit as much as their colleagues from rewards of doing (Greenberg, 2004). Equality according to Adams obtained when that employees feel that the ratios of inputs (effort) into outputs (reward) is equal with the same proportion in their colleagues (Ivancevich and Matteson, 1996). Employees who feel inequality with negative reactions including refusing to work, underemployment and poor organizational citizenship behaviors in a severe form respond by resigned from the job to this inequality (Greenberg, 2004). Historically, equity theory focused on the perceived fairness from the amount of rewards distributed among individuals (Robbins, 2001). This kind of justice has many applications in an enterprise environment and researchers have examined the relationship between justice by many variables such as the quality and quantity of work because of focus this justice on outcomes has fore casted that this form of justice Mainly related to cognitive, emotional and behavioral reactions. So when a particular outcome perceived to be unfair this injustice must affect. One's feelings (such as anger, satisfaction, pride or guilt) cognitive (e.g., input and output distorted understanding of themselves or others) and finally behavior, (e.g., performance or leaving job) (Cohen-Charash and Spector, 2001).

**Procedural justice:** According to change of research in social psychology study of justice in organizations also from emphasis solely on the results of the allocation of rewards (distributive justice) to emphasize the process that causes this allocation (procedural justice) changed (Cohen-Charash and Spector, 2001). Procedural justice means perceived justice of the process that is used to determine the distribution of rewards (Robbins, 2001). Here, it can be questioned whether it is possible an

employee who receives less reward than others, does not feel inequality or injustice. Due to procedural justice the answer is yes. The issue clear with an example.

Suppose there are 2 employees with the same qualifications and competencies to do a job and job responsibilities but is paid to one of them much more than others. Payment policies have a lot of legitimate factors such as length of working time and shift work and so on. These 2 employees fully aware from the company's payment policy and have the same opportunities. Given these factors, about 1 of the 2 employees may receive more amount from another. However, another employee may feel that although, has been paid to him less than his willingness but this payment is not fair because the compensation policy of a organization had been a open policy and has applied precise manner and without prejudice and bias. So payment resulting from the use of these fair procedure probably seen equitable. Even if it is too low (Greenberg, 2001). By increasing the understanding of procedural justice, staff look positively to the upstream and organizations. Even if they complained payments, promotions and other personal consequences (Robbins, 2001). According to Leventhal, there are 6 law that when used to create a fair procedures.

**Stability law:** The case of allocation procedures must be fixed over time for all.

**Law for the prevention from prejudice and bias:** When from personal interests of decision-makers should be discouraged during the allocation process. Law correctly refers usefulness of the information used in the allocation process.

**Capacity act reform:** Existence of opportunities refers to change one unjust decision.

**Representation act:** When the needs, values and perspectives of all affected sectors should be considered by the allocation process.

**The moral law:** In accordance with these Act, the assignment process should be compatible with moral values and conscience. Organizational procedures show the way that organizations allocate source. Studies show that procedural justice with cognitive reactions, feelings and behavior Staff within the organization (e.g., organizational commitment) is relevant. Thus, when 1 process results in a particular outcome which is perceived to be unfair.

**Interactional justice:** The 3rd type of justice in organizations called interactional justice. Interactional justice including the way that organizational justice is

transmitted by supervisors to subordinates (Scandura, 1999). These kind of justice related to aspects of the communication process (such as courtesy, honesty and respect) between the sender and receiver of justice because interactional justice is determined by the behavior management. These kind of justice associated with cognition, emotion and behavior reactions to management or in other words supervisor. So when employees feel interactive injustice.

Most likely this employee show negative reaction to his supervisor rather than the organizers. Hence, is anticipated that the employee from direct supervisor instead organization total be unhappy and employees felt less committed than the supervisor to the organization it self. Also negative attitudes is towards the supervisor and a small part of these negative attitudes goes back to the organization (Cohen-Charash and Spector, 2001). According to Moorman distributive and procedural justice and interactional justice are correlated and each distinct aspects are from organizational justice. He believes that organizational justice is defined as the sum of distributive justice, procedural and interactional.

**Factors affecting the perception of justice:**

Understanding of justice located under the influence of the consequences that a person receives from organization, organizational procedures (procedural and quality of interactions) and the characteristics of the perceiver.

**Organizational implications:** Understanding of justice can be based on follow the organization to the rules of distributive justice (such as equality, equal or required) and also by the value of consequences. So justice at least to some extent is determined by positive or negative consequences perception from towards perceived.

**Organizational procedures:** Understanding justice as well as dependent to comply the Organization from the rules procedural fairness. For example, a procedure that allows participants to express their content. More justly would be considered a practice which prevents this action.

**Perceiver characteristics:** Understanding justice may also be influenced by the perceived characteristics. These characteristics can be demographic characteristics (such as age, gender, race) with work experience and personality characteristics (such as negative emotions and self-esteem).

**Results of perceived justice**

**Job performance:** Equity theory presented, certain assumptions with regard to the effect of perceived distributive justice on performance. When the employee understands distributive justice, the employee may change the quality and quantity of work to restore justice. About procedural justice, the relationship between these types of justice and performance is not conclusive but instead these justice has affected on attitudes and quality of working life. Procedural justice may through effects on attitudes, affect the performance. For example, when procedural injustice, Negative impact on the general attitudes toward the organization and its responsible. Most likely these negative attitudes affect on the performance. In fact, it is alleged that procedural justice is highlighted when the target be group order (coordination group). While distributive justice is outstanding when productivity and efficiency are center of attention. About interactional justice may be, these types of justice through its relation with approaches about supervisor, associated with performance; Means dissatisfaction of direct supervisor can be lead to poor performance.

**Organizational citizenship behavior:** One of the most correlations studied of organizational justice is, organizational citizenship behavior and its components (the spirit of sportsmanship, civic virtue, devotion, loyalty and politeness) (Cohen-Charash and Spector, 2001). Organizational citizenship behavior is optional behavior that is not part of employees's official job requirements, However, to increase the effective functioning of Organization (Robbins, 2001). It is assumed that procedural justice and Interactive perceived are the main predictors of organizational citizenship behavior.

**Contrary to expectations behavior and leaving job:**

Contrary to expectations behavior and leaving job should be related all three forms of distributive justice, procedural and interactive. From the perspective of distributive justice. This behavior can be seen as a reaction against perceived injustice (When an employee changes the inputs for the establishment of justice). So when employees perceive distributive injustice. May be damaging to the organization in order Input-output ratio to portray a more positive view. Also, it has been found that distributive justice is associated with leaving job. That this subject can be done through the influence on the attitudes such as internally or externally satisfaction. From the perspective of procedural justice. The perceived injustice from staff leads to a negative perception of

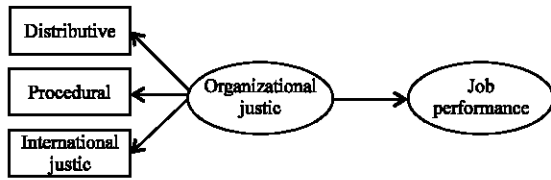


Fig. 1: Research model

organization and contrary to expectations behavior in detailed level such as a conflict with a supervisor. Attitudinal and emotional reactions to particular issues, organization and supervisor, attitudinal and emotional reactions toward the organization have mainly predicted by patterns of procedural justice. For example, Lind and Tyler have predicted strong positive effect of procedural justice on organizational commitment and to reduce conflict within the organization. Research also have shown strong relationships between procedural justice and attitudes compared with distributive justice and attitudes. Procedural justice has predicted cognitive reactions toward the organization. That is affect on the reactions of attitude toward bosses and their decisions. For example, has suppose trust in supervisor associated more with interactional justice until procedural justice. (Cohen-Charash and Spector, 2001). Figure 1 shows preconditions and consequences of organizational justice.

**Research model:** Figure 1 shows research model. As can be seen in the model, organizational justice is the independent variable, includes distributive justice, procedural justice and international justice. Further, job performance is dependent variable of research model.

- H<sub>1</sub>: Organizational justice has a significant influence on job performance

**MATERIALS AND METHODS**

This research is based on a survey and the statistical population includes 112 personnel of Ministry of Education in Kermanshah Province. Organizational justice questionnaire includes 17 questions that measures distributive, procedural and interactional justice; further, job performance questionnaire includes 10 questions. Moreover for analyzing the reliability of questionnaires, the researcher used cronbaches alpha. The results shows that all questionnaires confirmed as Cronbach’s alpha are >0. 7.

**RESULTS AND DISCUSSION**

Table 1 and 2 show the results of the mean analysis. The results show that all the factors are in suitable situation and meaningful in significance level of

Table 1: The results of cronbach’s alpha

Index	No. of questions	Cronbach’s alpha
Distributive justice	5	0.89
Procedural justice	5	0.85
Interactional justice	7	0.91
Organizational justice	17	0.96
Job performance	10	0.88

Table 2: The summary statistics

Index	No. of questions	Mean	SD
Distributive justice	5	4.02	0.35
Procedural justice	5	3.95	0.41
Interactional justice	7	3.92	0.38
Organizational justice	17	3.96	-
Job performance	10	4.24	-

Table 3: Fitness indices of research model

Fitness indices	Measure of Index	Principle
$\chi^2/df$	2.1308	<3
p-value	0.0001	<0.05
RMSEA	0.065	<0.1

Table 4: The results of the hypotheses test

No. hypothesis	Path coefficient	t-value	Result
H <sub>1</sub> : Organizational justice → Job performance	0.85	6.44	Confirmed

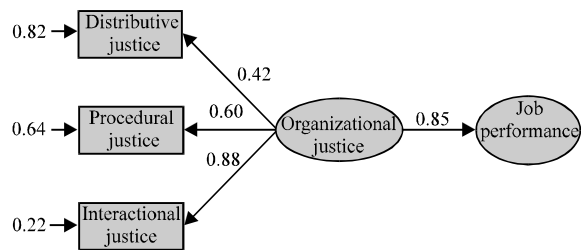


Fig. 2: The results of the SEM analysis, LISREL

0.05. For testing our hypothesis, we performed our structural model applying 17 questions for 3 variables of organizational justice and 10 questions of job performance. Figure 2 shows the results of the Structural Equation Model (SEM) analysis. Fitness’s indices also show good fitness of the structural model. Moreover, Table 3 shows the fitness indices of research model. The results show good fitness of the structural model. Table 4 summarizes the hypothesis test results in terms of path coefficients (standardized) and t-value test. As can be seen the hypothesis of the study confirmed.

**CONCLUSION**

Justice is as a basic requirement for social life of human always has been raised throughout history. Nowadays, according to role of comprehensive and thorough organizations in the social life of human role of justice in organizations has become more apparent than ever. Today’s organizations in fact had been miniature from society and pursuit of justice in them is as pursuit of

justice in society. For this reason now a days, organizational justice such as other important variables in organizational behavior such as job satisfaction and organizational commitment has found a special place in management texts. Research and studies in this area suggests that growing songs and result of this research has been new developments in this area.

However, managers in today's organizations can not be indifferent to these positions because the justice like any other human needs and as a requirement has been raised and still is. If managers of organizations are looking for progress and improvements in an organization must be able understanding existence of justice in its organization to create in staff. The aim of the current study is to survey the relationship between organizational justice and job performance among bank personnel in Iran. Statistical population includes 112 personnel of Ministry of education in Kermanshah Province.

The researcher uses simple random sampling and utilized questionnaire for gathering usable data. To analyze data, SPSS and LISREL Software have been used. The results of the current study show that organizational justice has a significant positive impact on job performance of personnel (Path coefficients: 0.85; t-value: 6.44). Further, distributive justice, procedural justice and intermatinal justice impact job performance of employees positively. Therefore, managers of

organization should pay attention to organizational justice and the related concepts to achieve compativite advantages through employees.

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