The impact of perceived organizational justice on the social capital of Youth and Sports Office staff in Isfahan Province

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ABSTRACT

At present, people with social capital are so important for organizations and they are considered as rare assets. The importance of factors affecting social capital is increased day by day; one of these factors can be the organizational justice. Therefore, the purpose of this study was to investigate the impact of perceived organizational justice on the social capital of Youth and Sports Office staff in Isfahan Province. The study was a descriptive survey. The population of the study included 159 staff members of sports and youth agencies in Isfahan province which were selected based on random-classified selection using Morgan sample size formula. Two questionnaires, organizational justice and social capital, were used in this study and its validity has been confirmed by many professors and experts in the field of sports management and organizational behavior. Based on a pilot study on 30 employees in Sports and Youth offices in Isfahan Province, the reliability of author made questionnaires (organizational justice and social capital) using Cronbach's alpha coefficient, revealed 0.91 and 0.84 respectively. In order to analyze the results, structural equations model was used. Results showed that perceived organizational justice had a significant positive impact on social capital. As well, dimensions of organizational justice (distributive, procedural and communicational) had a significant positive impact on the dependent variable (social capital). We should also mention that perceived Distributive, procedural and interactional justice was efficient on the degree of social capital of sports and youth office staff and the more equitable the distribution of organizational outcomes, consequences of these procedures and human communications, the higher social capital was available.

Key words: organizational justice, distributive justice, procedural justice, interactional justice, and social capital.

Introduction

In recent years increasing attention to organizational justice and its impact on corporate outcomes have made organizations to use different patterns and methods and gain new competitive advantages to stay safe from the dangers of rapid environmental changes and by this achieve their goals and survive [1]. Today, achieving the goals of the organization largely depends on properly functioning and efficiency of their employees and the efficiency of organizations have maintained its close link with categories of organizational justice and social capital. Justice is a concept infused in society and is involved in most aspects of human life, this belief is common in our culture, everything must be accompanied by justice. Aspects of justice has an important role in organizational life [2]. Consequently, it is conceptualized in the organization and it is referred to as organizational justice [3]. Besides, the success of organizations is subject to special attention to human resources and satisfying their needs. Human resources, as the basic assets of organizations, are the source of evolution and innovation in any organization, and as a result, one important factor in achieving success is increasing social capital of employees. In the organization and management literature, the term organizational justice was first coined by Greenberg & Baron (2000) [4], in his opinion, there is relationship between organizational justice and Staff Perceived job fair in the organization. Organizational justice states that how should the staff be treated to feel that they are behaved fairly [5], in other words, justice in organization is reflected by the perception of staff from organizational fair treatment [6]. The understanding of equality by the staff and fair treatment can affect other related variables in the work place. Organizational justice involves three different elements of justice, namely: distributive justice, procedural justice and interactional justice [7].

The concept of social capital was first introduced by sociologists and it was used in their
various researches. This concept gradually attracted the attention of other scholars of social sciences and in recent decades, in addition to sociology, political science and economics, it has received many advocates in organization and management. Researchers give a comprehensive explanation on the concept of social capital and discuss the reasons why some communities are able to work together to solve community problems, while some other communities are unable to unite people around common goals [8]. In the traditional view of management, development of economic, physical and human resources capital play a significant role, but at the present, we need to develop social capital more than that of economic, physical and human resources [9]. Employees hold a higher social capital and are very important for organizations and organizations spend a lot of cost to maintain such human resources, their satisfaction and efficiency. A society that lacks sufficient social capital is likely to lose other capital and funds. Therefore, social capital is considered a central issue of management in organizations and managers who are able to create social capital not only pave the way for their personal occupational and corporate success, but also are considered to be successful managers [10]. In the past, social capital was not explicitly considered, but today, rapid environmental changing information technology, growing demands for information and innovation, creativity and the need for continuous improvement calls for leaders of organizations to value social capital as a crucial resource for organizations [11]. Regarding the issue of equity and social capital in sports and that this subject has long been of interest to people working in this field, little work has been done on the impact of perceived organizational justice on employees' social capital. Jordan et al. (2009) in their study examined the relationship between organizational justice and organizational support in recreational sports at the college. They worked and concluded that all three components of organizational justice (distributive, procedural, interactional) have significant correlation with organizational support, with distributive justice having the highest correlation [9]. In another study, Dymy (2008) studied dimensions of organizational justice in the Physical Education Organization at Ministry of Education and found that there is significant positive relationship between all three (distributive, procedural, interactional) dimensions of organizational justice. In addition, he found that the perceived amount of equity decreases among the employees as they are highly educated. In a study researchers investigated the attitudes of employed basketball coaches in part one and three of NCAA about the components of organizational justice and the relationship between these components and their job satisfaction [1]. Results of this study showed that men's scores on the components of procedural and interactional justice was significantly more than women, but the component of distributive justice displayed no significant difference. The findings also showed significant relationship between the components of the justice and job satisfaction of teachers [12]. Jordan et al. (2008) performed a study on high school student athletes in relation to the influence of components of justice (distributive, procedural, and interactional) on coach behavior and its relationship with the joy of doing and continuing sports [13]. They concluded that there are significant differences in each component of organizational justice between the students with the lowest and highest propensity to continue sport, as well between each component of organizational justice, the lowest and highest propensity to continue sport, there exists a linear relationship [14]. Rego and Cunha (2006) found that there is a significant positive relationship among the components of organizational justice, and these components had a significant relationship with affective commitment [15]. Klendauer and Deller (2009) performed a research on 128 managers of 37 integrated companies in Germany and found that there is a significant positive correlation among all three components of organizational justice (distributive, procedural, and interactional) [12]. Several empirical studies have been also conducted on social capital, including Erfanian (2007) who studied the role of social capital in the success of employees at Fars regional electronic company. He examined the staff viewpoints regarding the influence of various dimensions of social capital (flexibility, transferability, synergy, quality controllability and entropy) on their success and concluded that although the amount of social capital of employees was slightly lower than average, it made a significant impact on the success of staff [16]. Haghhighian, Rabbani and Kazemi, in a study entitled "The impact of social capital on the career of high school teacher in Isfahan province", concluded that there is a relationship between social capital and dimensions of vocational activity (educational quality, degree of educational activities and the quality of research activities) and in each case the relationship is significant. Sharepoor and Hosseini Rad (2008) in a study examined the relationship between social capital and sports participation among 15-29 years old citizens in Babol province [17,18]. The results showed that the components of friendly communication, trust in neighbors, neighborhood relations and volunteer activities, have significant correlations with sports participation [8] Seippel (2006) in a study in Norway concluded that voluntary participation in sports organizations is effective on specific aspects of social capital, in other words, people who voluntarily participate in sports organizations, possess high social trust and are more interested in pursuing their civil and political issues in their society [19]. In a research, Henry (2011) tried to design a "model of structural equations of social capital and knowledge management in sport..."
The present study is a practical research in terms of goal, and is an endeavor to solve a problem in the real world. This research is also a cross-sectional survey, since the cross-sectional study collects data on one or more traits at a point of time done through sampling. The sample includes all office employees of sports and youth agencies in Isfahan Province (278 people) in 2010, and using the sample and size table of Morgan, the sample turned to 159. The questionnaires were distributed and collected and 150 questionnaires were usable. In the present study, given the heterogeneity of the sample group in the sports and youth offices, stratified random sampling has been used appropriate to the population of the study, and In addition to the staff of sports and youth Offices located in Isfahan city, employees from other provincial departments of sport and youth, including: Khomeini Najaf Abad, Shahrreza, Falavarjan, Nain, Kashan, Mobarakhe, Barkhar, and Lenjan were randomly selected. The instrument is a researcher made questionnaire which uses Likert scale to measure people's views and attitudes, which is required to prepare the questionnaire, several questions have been studied and related research questions were selected. It should be noted that to prepare the questionnaire, several questionnaires have been studied and questions related to research were selected. The content validity of the questionnaire has been approved by several professors and experts in the field of sports management and organizational behavior, in addition, by experimental study on 30 employees at Isfahan office of sports and youth, the reliability of organizational justice and social capital questionnaires, using Cronbach's alpha coefficient, were 0.91 and 0.84, respectively. For data analysis, SPSS 18 and Amos 18 software packages were used and in order to analyze the causal relationships we used the path analysis test. To review the overall process of research model, structural equation modeling was used. In structural equation modeling, on one hand the adaptation rate of the research data and the conceptual model will be examined, to see if there is appropriate processing, on the other hand, significant feature of the relationships will be examined in this model of process. Appropriate processing parameters of the model include \( \chi^2/df \), RMSEA, GFI and AGFI, in other words an appropriate model that \( \chi^2 \) to the degrees of freedom (df) is less than 3, RMSEA values less than 10%, the GFI, AGFI, NNFI (TLI ), NFI, CFI and IFI values greater than 90% and PNFI value is greater than 50%

Results:

In order to determine to what degree the indices are acceptable for measurement models, first we have to analyze the measurement models separately. Then based on the adoption of such a method, four measurement models related to variables are examined separately. The overall indices of process for the measurement models are presented in Table 1.
Table 1: The general indices of process for the measurement models.

<table>
<thead>
<tr>
<th>Index</th>
<th>χ²/df</th>
<th>GFI</th>
<th>AGFI</th>
<th>NNFI</th>
<th>NFI</th>
<th>CF</th>
<th>IFI</th>
<th>PNFI</th>
<th>RMSEA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distributive justice</td>
<td>2.73</td>
<td>0.914</td>
<td>0.942</td>
<td>0.922</td>
<td>0.935</td>
<td>0.966</td>
<td>0.922</td>
<td>0.675</td>
<td>0.062</td>
</tr>
<tr>
<td>Procedural justice</td>
<td>2.27</td>
<td>0.903</td>
<td>0.912</td>
<td>0.947</td>
<td>0.901</td>
<td>0.958</td>
<td>0.917</td>
<td>0.714</td>
<td>0.033</td>
</tr>
<tr>
<td>Interactional justice</td>
<td>2.61</td>
<td>0.951</td>
<td>0.931</td>
<td>0.944</td>
<td>0.915</td>
<td>0.916</td>
<td>0.952</td>
<td>0.602</td>
<td>0.076</td>
</tr>
<tr>
<td>Social capital</td>
<td>2.61</td>
<td>0.935</td>
<td>0.951</td>
<td>0.912</td>
<td>0.935</td>
<td>0.921</td>
<td>0.943</td>
<td>0.602</td>
<td>0.022</td>
</tr>
<tr>
<td>Acceptable process</td>
<td>&lt;3</td>
<td>90%&gt;</td>
<td>90%&gt;</td>
<td>90%&gt;</td>
<td>90%&gt;</td>
<td>90%&gt;</td>
<td>90%&gt;</td>
<td>50%&gt;</td>
<td>10%&gt;</td>
</tr>
</tbody>
</table>

According to the results of table 1, we can conclude that the process of the measurement models is good, and in other words, support the overall indices and the data clearly support the models.

After review and approval of measurement models in the second stage, path analysis has been used for data analysis. The general indices of path analysis processing is presented in Table 2.

Table 2: General indices of processing conceptual model.

<table>
<thead>
<tr>
<th>Index</th>
<th>χ²/df</th>
<th>GFI</th>
<th>NNFI</th>
<th>AGFI</th>
<th>NFI</th>
<th>CF</th>
<th>IFI</th>
<th>PNFI</th>
<th>RMSEA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Final model</td>
<td>2.23</td>
<td>0.933</td>
<td>0.903</td>
<td>0.928</td>
<td>0.951</td>
<td>0.967</td>
<td>0.942</td>
<td>0.734</td>
<td>0.064</td>
</tr>
<tr>
<td>Acceptable process</td>
<td>&lt;3</td>
<td>&gt;90%</td>
<td>&gt;90%</td>
<td>&gt;90%</td>
<td>&gt;90%</td>
<td>&gt;90%</td>
<td>&gt;90%</td>
<td>&gt;50%</td>
<td>&lt;10%</td>
</tr>
</tbody>
</table>

Given the above results we can conclude that overall indices reflect a good processing of models by the data. In other words, the collected data clearly support that model. Structural equation model with regression coefficients are presented in Figure 1.

![Structural Equation Modeling](image)

Fig. 1: Structural Equation Modeling.

After the review and approval of the model, for significance test of causal relationships between variables, two partial indicators of critical ratio and P value were used. Critical value, is obtained through "estimated regression weight" divided by "standard error". Based on significance level critical value of 0.05 should be higher than 1.96. Less than this amount, the corresponding parameter in the model is not considered important. Also, smaller than 0.05 for P value indicate significant difference for the regression weights of zero at the confidence level 0.95. Correlations among variables and regression coefficients and corresponding values of the partial indices are given in Table 3.

Table 3: Regression coefficients and correlation test results.

<table>
<thead>
<tr>
<th>No.</th>
<th>Variable</th>
<th>Direction</th>
<th>Variable</th>
<th>Regression coefficient</th>
<th>Critical value</th>
<th>P</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Social justice</td>
<td>←</td>
<td>Social capital</td>
<td>0.64</td>
<td>5.77</td>
<td>0.000</td>
<td>Positive</td>
</tr>
<tr>
<td>2</td>
<td>Distributive justice</td>
<td>←</td>
<td>Social capital</td>
<td>0.59</td>
<td>6.25</td>
<td>0.000</td>
<td>Positive</td>
</tr>
<tr>
<td>3</td>
<td>Procedural justice</td>
<td>←</td>
<td>Social capital</td>
<td>0.60</td>
<td>5.78</td>
<td>0.000</td>
<td>Positive</td>
</tr>
<tr>
<td>4</td>
<td>Interactional justice</td>
<td>←</td>
<td>Social capital</td>
<td>0.65</td>
<td>6.58</td>
<td>0.000</td>
<td>Positive</td>
</tr>
</tbody>
</table>
Based on the results shown in Table 3, all the defined correlations were approved with reliability of 0.95.

Discussion and Conclusion:

Analysis of the findings show that there is a significant relationship between perceived organizational justice (distributive, procedural and interactional) and the status of employees' social capital at the departments of sports in Isfahan Province. Since obtained regression coefficients with the error of 0.5 was significant. Thus, according to the results on the above tables, the correlations among variables are approved by 95% confidence, consequently, there was direct correlation between the impact of justice and social capital. That is, by increasing perception of organizational justice, social capital of staff is also increased. The highest regression coefficient is related to interactional justice, and it is possible to influence even more the degree of staff social capital by enhancing positive perception of the staff towards fair behavior of the manager. Scholars generally agree that distributive justice will lead to organizational effectiveness [22, 23], and by enhancing understanding of procedural justice, employees will have a positive view towards the upper ranks and organization itself, even if they express dissatisfaction about payments, promotions and other personal consequences. The procedural justice, also affects staff confidence towards manager and the organization and inclines them to stay in the organization [24]. Research in this area proves that organizations with high levels of social capital, will enjoy better organizational performance [10], and therefore are more successful than their competitors. Social capital is the main issue of organization management and those managers are considered successful who, in relation to community, are able to produce and develop more social capital, that is why factors enhancing social capital are of great importance. The results of this research indicate that attempting to increase equity in sports organizations is one of the main ways that helps organizations not only to enjoy the benefits of organizational justice, but also to provide an environment filled with social capital and achieve major accomplishments in this regard. Employees strongly expect that stable justice be implemented in all dimensions (performance, communication, job feedbacks, etc.), otherwise, that will have a direct impact on the quality of work, and may even lead to desertion, absence and other negative social reactions.

Studies indicate that people's judgments about justice at organizations, influence attitudes such as organizational commitment and the legitimacy of people in charge. Also, when people feel that the consequences and organizational procedures are unfair, will probably have worse performance, and will fail to perform conditioned behaviors in the organization and are less likely to obey the decisions of people in authority. In such circumstances, they would express more disapproval, in fact perception of lack of justice in the workplace is one of the most important factors leading to aggressive behavior [4]. These behaviors are also likely to undermine the process of developing social capital in organizations, hence all organizations in general and the departments of sports and youth in Isfahan province in particular, should exert to enhance justice in the distribution of outcomes, procedures, and social interactions. Based on the above results, in order to increase social capital and move towards development and growth of employees, it is recommended that the offices of sports and youth in Isfahan province consider the following actions regarding their programs: These organizations should create a convention that facilitates the development of staff social capital, and consider the indicators of social capital in evaluation of performance and reward systems, also, the evaluation process should be done in a way that enhances the value of social capital. Furthermore, human resource policy and effective compensation service should act for the development of a wide network of relationships based on trust. Such organizations, by emotional and cognitive effects towards supervisors and the organization itself, should make changes in the behaviors of supervisors with subordinate staff and the whole employees, this way they are able to increase organizational justice and, consequently, the social capital. Managers of such organizations overall the province should establish specific and continuous opportunities for intra-organizational and inter-organizational education, provide and notify annual programs for all levels of jobs. The managers at sports departments in Isfahan province can influence the social capital of their employees through proper management of the relationships which exist among their subordinate staff, such as enhancing cooperation, flexible and democratic structures, clear informing, fair treatment and empowerment of employees. By careful consideration, one can notice a kind of justice in each factor. Sports managers should grow individuals in a form of social institutions and common identity so that group cooperation is fulfilled. Finally, forming groups and professional associations at sports and youth offices, with voluntary participation of experts in the field of sports, can enhance social capital.

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