The Influence of the Organizational Justice Abide by the Managers on the Organizational Health of the Employees of the National Education Administration of North Khorasan

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Abstract

The current research was conducted in year 1392 to evaluate the level of influence of the organizational justice on the organizational health of the employees of National Education Administration of North Khorasan. The main hypothesis of this study is to determine the relationship between the organizational justice and the organizational health of the employees. The statistic population studied in this research included all employees of the Department of Education, North Khorasan, the number of people was 204. Based on Morgan table and using the random sampling a class of 141 people was selected as sample group. Method description is kind of solidarity. The measuring tools were the standard questionnaires of organizational justice test of Nihof-Morman and of organizational health research. Researcher to determine the validity of both questionnaires, has benefited from the experiences of the professors and professionals of educational management and for making sure about the reliability he has used the Cronbach's Alfa formula on organizational justice 87/58 and the Organizational Health Questionnaire 84/50, respectively. Library and field studies were used for data collection and data analysis, and the data analysis was including descriptive statistics and regression testing. Results showed that there was relationship there between organizational justice and organizational health with the probability of 95%. Also the sub- results of the research show that there is relationship there between the components of distributive justice, procedural and interactive components with the organizational health level.

INTRODUCTION

Today, thanks to the dramatic developments in management knowledge, human society seriously Seeks for methods and devices that are suitable to achieve his goals, and do effective moves to reach the organizational health, while one of the most effective components in the path to achieving organizational goals is the organizational justice.

Throughout history, one of the basic human desire has been applying the justice and realizing it in the society. Justice count among the most important concepts that are discussed in the social and political issues, and according to Plato, the social organization that is the figure of the civilization can’t be engendered without justice.

Justice is the primary cause of organizations and social institutions health and the social scientists had learned since long ago about the importance of organizational justice as an essential base for the effectiveness of organizational processes and job satisfaction of the staffs.

When group members based on fair rules agreed that everyone should be careful to himself; That means that everyone else needs to be addressed and all personal interests are protected. It makes sense to humans to trust that the resulting from the split will be enough and this represents justice.

Over thirty years of research on the topic of justice in organizations show that people are strongly sensitive about respecting the justice and the fairness in allocation of the consequences and about the assignment practices that lead to outcomes and about the behaviors that are done with them.
Perceived organizational justice is a basic requirement for the effective functioning of organizations and personal satisfaction of people who are employed in an organization. The perception of justice in shaping the attitudes and behaviors of employees, plays a very important role. 

Organizational Justice Studies indicate that people judgement about the degree of fairness in the organization, is effective on the attitudes such as organizational commitment and individual judgment regarding the legitimacy and authority of the policy. Research on the behavioral consequences of justice perceptions in the organization, illustrates that If people feel that the outcomes and organizational practices, are unfair, they will have a worse function and will be failing in the corollary behavior in organizations, and they are less likely to obey authority and decisions of individuals and more protest behave self-evident.

If the general good and bad aspects of social life are distributed in a fair way, people will be more committed by and more willing to sacrifice for the collective and on the contrary, unfair events occur they will demonstrate less intention the loyalty and effort, and may even commit to theft, assault and riot. The fair treatment with employees, generally lead to increases in their empowerment and metafunctions citizenship behaviors,. On the other hand, people who feel the injustice they are more likely to leave the organization or show low levels of organizational commitment and may even start to show abnormal behavior, like revenge. Therefore, understanding how people make judgments about justice in their organizations and how they respond to perceived justice or injustice, count through the most essential issues especially to understand the underlying issues of organizational behavior. Due to the different dimensions of organizational justice, organizational mechanisms to enhance efficiency and staff productivity and empower their activities is essential.

Organizational justice is identified by three main components, namely: distributive justice, procedural justice and interactional justice that we discuss below in brief.

Distributive justice is the perceived fairness in the allocation of resources that an individual or organization has received. Reduction in this Distributive justice could reduce in staff performance and let him start behaving regressively at work handling and led in lower collaboration with colleagues and Quality of work and even theft commitment and psychological pressure at work.

When people make judgments about distributive justice they are actually evaluating whether the results obtained from the activities are fair and ethical and good or not? 

Procedural justice deals with the employee’s perceptions of the fairness of current practices in decision for compensation their services rendered, example; current practices in the areas of performance evaluation in different levels of the society or organization, how to deal with complaints and quarrels and income distribution among individuals [23].

Lind & Tylor define the Procedural justice as fairness in the processes by which the outcomes are allocated. From the perspective of procedural justice, perceiving the lack of fairness, lead in to negative perceptions against the entire organization and the lead to behaviors in opposition with the performane and productivity, and therefore and this would hurt the entire organization.

Interactional justice is returned to the quality of interpersonal behavior that is felt by every individual [12]. In this type of justice, the individuals perceive the fairness through the impact of the personal interactions with them. (Bayas & moag , 1986). This aspect of justice focuses on management behavior with the other people that control the, rewards, and resources with the staff . So interactional justice will turn on aspects of the communication process, such as politeness, honesty and respect between the source and the receiver.

Organizational health is a unique concept that allows us to have the big picture of organization health. In healthy organizations employees are engaged, loyal and profitable and they have high morale and performance. [6]. Organizational health and survival of the organization is to survive in its environment and its compatibility and upgrades Organizational health consists of survival of the organization in its environment and its compatibility with the environment and upgrading and expanding its potential for greater compatibility. In healthy organizations, employees are committed and conscientious with moral and high performance, healthy organizations where communication channels are open and helpful people love to come to work and are proud of the work they have.

When there is organizational health, your organization will achieve the Goals and Objectives, can lift the obstacles in the way of achieving its goals and will make better causes and efforts to increase the productivity of the staff.

Considering the importance of this issue is essential for the organizations to take necessary measures in order to maintain and increase organizational health and the factors that can lead to decrease it, should become as little as possible and eliminate.

Unhealthy environment full of discrimination is incompatible with the expectation of honest and accurate service. In paying attention to a particular group or individuals, imposing certain specific tasks, cumbersome and bothersome to some others will have negative effect on the morale of the employees, and good managers try to comply with organizational justice, as much as possible in look, speech and their behavior.

Some studies in order to investigate the matter are as follows:
Zeynali Someh [9] in his thesis aimed to evaluate the impact of organizational justice on the effectiveness of Service organizations to attract customers, concluded that there are significant relationship between job satisfaction and employee perceptions of justice and the any uncomfortable feeling of injustice will lead on employees bad behaviors. The result of the research corresponded to the findings of Taheri Atarod research that expresses significant impact of the justice feeling on the overall job satisfaction and satisfaction about the supervisors alike.

Campbell argues that the analysis of the information obtained shows that if a principal deals with fairness and Intimacy and passion with employees, will make them happy of the job.

Diane West declares in her research, that injustice will cause a series of reactions, such as mental suffering, sabotage, withdrawal or refusal of duty.

Andrew J Lee in his study concluded that all aspects of the organizational justice is positively related to the organizational commitment and Andrew Blair Staley stated that according to his research findings the organizational justice is generally effective on organizational commitment.

- Myles, conducted a study entitled "The relationship between teachers' perceptions of school organizational health and confidence of teachers on the school principal, staff and the organization". His findings showed that there is a significant correlation between teachers' perceptions of school organizational health and confidence of teachers on the school principal, staff and the and school.

- Patel has done a research to "investigate the relationship between organizational health and organizational commitment among employees in an industrial environment". His results revealed a significant positive relationship between organizational health and organizational commitment. Additionally, 50 persons of the skilled employees who believed that their organization was in a ideal situation of organizational health were more committed to their organizations comparing with the simple employees.

In this study, researcher is seeking for answers to these questions:
- Is there a relationship between organizational justice and organizational health?
- The main hypothesis of this study is that there is a relationship between organizational justice and organizational health of the national education organization in North Khorasan.

Based on the above hypothesis, the following sub-hypotheses have been proposed:
- There is a relationship between distributive justice and organizational health.
- There is a relationship between procedural justice and organizational health.
- There is a relationship between interactional justice and organizational health.

Research Methods:

This research is an applied research conducted by descriptive -correlational way and of solidity type.

The statistic population of this survey is the all Departments National Education administration of the Northern Khorasan Province. The said departments consist of different educational, financial, and security administrations plus human resources, physical education, exceptional student associations, and etc... The survey was conducted in 1392. In this study, the method was stratified-random sampling. The size of the sampling was 141 individuals which covers 69/1% of the total statistic population.

To test the hypothesis in order to achieve its objectives with respect to the theoretical basis of research and studies conducted we used the organizational justice questionnaire of 26 questions and researcher's made organizational health questionnaire with 44 questions. Standardized questionnaire of organizational justice of Nihof - Mormon contains three components of distributive justice, procedural justice and interactional justice and the organizational justice is achieved of the sum of these 3 components. This standardized questionnaire is designed based on 4 options scale (strongly agree, agree, disagree, and completely disagree). The questionnaire of organizational health made by the researcher is including 44 with answers package of the questions in seven aspects concerning the institutional unification, resources support, degree of getting influenced, respecting, spirit and scientifc emphasize which is designed based on 4 options scale of Likert (always, often, sometimes, rarely).

Validity, and reliability of the questionnaire was confirmed by the management and stability of the measurement tools was obtained by using the previous tests and through Cronbach's alpha measurement respectively for organizational justice questioner 87.5% and for organizational Health questioner 84.5%. In order to do statistical analysis of the data the Spss software and descriptive statistics (average, standard deviation, frequency tables, and graphs) and also inferential statistical methods, for testing the research questions (regression testing, Kolmogorov statistical indicators - Esmerinof,) were used.

Findings:

In this section the results obtained from the analysis of the data based on the reasearch hypotheses are assessed seperately.

The main hypothesis: There is a relationship between organizational justice and organization health.
Table 1: Specification of the regression analysis of the main hypothesis.

<table>
<thead>
<tr>
<th>Correlation level:</th>
<th>Value of test F:</th>
<th>Value of Alpha:</th>
<th>The coefficient of determination:</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.752</td>
<td>180.786</td>
<td>0.565</td>
<td>0.622</td>
</tr>
</tbody>
</table>

The correlation level between the variable of organizational justice and organizational health is 0.752, and significance test of the regression model also shows that this model is 95% meaningful. Degree of significance lower than of 0.05 and more value for the F-test than the F value in the table (2.71<180.786) indicates that this hypothesis passes the rejection test. Therefore, we can say that the variable of organizational justice affects the organizational health variable.

Sub-Hypothesis 1: There is a relationship between distributive justice and organizational health.

Table 2: Specification of regression analysis of sub-hypothesis 1.

<table>
<thead>
<tr>
<th>Correlation level:</th>
<th>Value of test F:</th>
<th>Value of Alpha:</th>
<th>The coefficient of determination:</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.534</td>
<td>55.449</td>
<td>0.285</td>
<td>0.382</td>
</tr>
</tbody>
</table>

The correlation level between the variable of distributive justice and organizational health is 0.534, and significance test of the regression model also shows that this model is 95% meaningful. Degree of significance lower than of 0.05 and more value for the F-test than the F value in the table (2.71<55.449) indicates that this hypothesis passes the rejection test. Therefore, we can say that the variable of distributive justice affects the organizational health level.

Sub-Hypothesis 2: There is a relationship between procedural justice and organizational health.

Table 3: Specification of regression analysis sub-hypothesis 2.

<table>
<thead>
<tr>
<th>Correlation level:</th>
<th>Value of test F:</th>
<th>Value of Alpha:</th>
<th>The coefficient of determination:</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.747</td>
<td>175.025</td>
<td>0.557</td>
<td>0.515</td>
</tr>
</tbody>
</table>

The correlation level between the variable of procedural justice and organizational health is 0.747, and significance test of the regression model also shows that this model is 95% meaningful. Degree of significance lower than of 0.05 and more value for the F-test than the F value in the table (2.71<175.025) indicates that this hypothesis passes the rejection test. Therefore, we can say that the variable of procedural justice affects the organizational health level.

Sub-Hypothesis 3: There is a relationship between interactional justice and organizational health.

Table 4: Specification of regression analysis sub-hypothesis 3.

<table>
<thead>
<tr>
<th>Correlation level:</th>
<th>Value of test F:</th>
<th>Value of Alpha:</th>
<th>The coefficient of determination:</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.637</td>
<td>95.114</td>
<td>0.406</td>
<td>0.566</td>
</tr>
</tbody>
</table>

The correlation level between the variable of interactional justice and organizational health is 0.637, and significance test of the regression model also shows that this model is 95% meaningful. Degree of significance lower than of 0.05 and more value for the F-test than the F value in the table (2.71<95.114) indicates that this hypothesis passes the rejection test. Therefore, we can say that the variable of interactional justice affects the organizational health level.

Conclusions:

According to the findings of this investigation we find that there is a relationship between organizational justice and organizational health. Therefore, the main research hypothesis is accepted. Also other findings show that there is a significant relationship between components of organizational justice (distributive, procedural and interactional) with the organization’s health.

The main hypothesis of the research, based on the existence of statistically significant relationship between organizational justice and health shows that the issue of justice is one of the concepts affecting the attitudes, motivations and organizational behaviors of the employees. This Influence occurs on the various aspects of the
distribution of income, procedures, methods of decision-making, behaviors and interactions of organizational behaviors. Therefore, to confirm this hypothesis, the directors of north Khorasan National Education administration are recommended to achieve increasing levels of organizational health which leads to the effectiveness of their employees, job satisfaction and organizational commitment and move towards the ideal situation by measuring the status of the current organizational health and in trying to enhance the organizational justice from different aspects, and in making effective operational policies and programs and in improving the inter-organizational behaviors.

Thus justice and fairness, creation rules in management will reduce the anti job behaviors and will raise the confidence about the management, will reduce the fear of being looked for in the employees and it encourages them for cooperation. Organizational justice, will increase job satisfaction, organizational commitment and confidence in management and causes the enhancement of the organizational health. So we can conclude that the creation of intimacy in workplace and avoiding discrimination between employees leads to job satisfaction, increase in work efficiency and effectiveness. If the program of work and volume of work activities and responsibilities of employees is fair, allocation of rewards is fair, rightly dividing the employment outcomes, different views are heard prior to making new decisions, decisions are clearly explain to others and sufficient information is given about the new decision and their outcomes and even if the final decision is made the permission is given to employees to question decisions, certainly the basic steps to achieve distributive justice, procedural and interactional organization are taken.

That is in such a way that the employees feel they have the organizational justice and they certainly tend to do further efforts for the organization and its goals. The working life becomes joyful and job performance rises, tendency to leave the job and and to the frequent absenteeism will be less, employees commitment will increase and the combination of these factors will increase the organizational health of the organization &apos;s environment.

Justice is an important motivating factor for employees and when people feel of injustice their moral will fall as well. At this time, most employees want to leave and may even opposite the organization.

Instead to be treated fairly will cause on the talents grow and increase the commitment and intention to stay in the organization and will have significant contribution to the organization and promote the unity of the human oriented behavior beyond the formal organizational behaviors in any disparity. In summary justice unites people and hold them together while injustice can lead to the separation and disparity.

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