The Relationship between Employees' Perceptions of Organizational Justice and Organizational Productivity from their Perspective in Shiraz Office of Education

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Abstract

The aim of the study was investigation into the relationship between employees' perceptions of organizational justice and organizational productivity from their perspective in Shiraz office of education. Statistical population of the study was all of personnel of Shiraz office of education. Based on the clustered random sampling, 186 persons were elected. The study tool includes two questionnaires of organizational productivity (Jahed, 1385) and organizational justice (Neihoff and Moorman, 1993). To confirm validity of test, item analysis and for reliability measurement, Cronbach Alpha was used. Results showed that distributive justice, procedural justice and interactional justice are higher than acceptable level and lower than favorable level in Shiraz office of education. Dimensions of organizational productivity (Ability, job knowledge, organizational support, performance feedback, employee’s compliance with environmental factors, contribution (participation), and education) are higher than acceptable level and lower than favorable level in Shiraz office of education. Motivation and credit of decisions is equal to acceptable level and lower than favorable level in Shiraz office of education. There was significant relationship between dimensions of organizational justice and dimensions of organizational productivity. But there was no significant relationship between dimensions of organizational support, with the participation dimension from productivity. Organizational Justice from the employee's perspective is a positive and significant predictor of productivity in Shiraz office of education.

Keywords: Organizational justice, Organizational productivity, Office of Education

Introduction

One of the essential and intrinsic requirements for humans is the justice and its administration that its presence has always prepared the appropriate platform for development of human communities (Ansari et al, 2009). Injustice and unfair distribution of organizational achievements and outputs may weaken personnel’s spirit and lead to declination of spirit of endeavor and activity in them. Thus, observance of justice serves as the secret for survival and stability of development and advancement for organization and its personnel (Alvani & Poorezzat, 2003). The studies conducted about justice have shown that the justice processes may
play crucial role in the organization and way of behavior with the personnel in organizations may affect personnel’s beliefs, emotions, attitudes, and behavior (Bies, 2001). Maslow mentions justice as one of the basic preconditions to meet the needs (Taylor, 2003).

Today, the organizations act very competitively in the world environment and directors employ various mechanisms for improving productivity in their organizations including delimitation of organizations and automation of activities. While such mechanisms may act efficiently, the productivity is deemed as one of the foremost factors for human resources (Gholami, 2002). As one of the criteria for measurement of activities, productivity can be examined from two separated viewpoints by considering the goal and destination. On the one hand, the useful role and efficiency in activity has been evaluated in achieving the drawn objective and on the other hand the efficiency of activity may be implied. Productivity is one of the factors, which lead to duration and survival of organizations in the optimal world of all physical and spiritual facilities in the given organizations and it constantly develops the potential capabilities, talents, and facilities in organizations (Hedayati et al, 2011).

Productivity is assumed as one of the important parameters in economic growth at any country. In this sense, the review and measurement of productivity throughout various economic sectors may signify the production capacity in different sectors in addition to expressing the national economic performance in this regard. The manpower is deemed as the main element in creation and improvement of productivity; the human resource may decide about the best method to improve quality and they can lead any type of effort for improving productivity since the workforce is deemed as the only source in the organizations that is rare and it could not be easily copied by the rivals. As a result, they may create sustainable competitive advantage for the organization (Choat El, 2006). Rao (2006) divided the effective factors on organizational productivity into several classes in which the educational, economic, individual, and administrative factors are assumed as the paramount ones of them and he mentioned that as the quality of one of these factors is increased, the productivity is also improved.

At the present time, it is highly felt necessary paying attention to organizations and organizational personnel more than ever. According to the conducted studies, along with making the roles and structures of organizations more complicated, the personnel’s behavior may be affected by their perceptions. Theorists of cognitive sciences suppose the behavior as a function of human’s beliefs, expectations, values, and other mental perceptions. In other words, the behavior is caused by human’s conscious and logical selection (Naderi et al, 2010). One of the variables, which may affect on productivity of human resources, is organizational justice. Justice is a concept mixed with the community and it is present in most of life aspects. This belief may be prevalent in our culture that the consequences of any action should be accompanied with justice. The justice often makes sense in the organization as well and it is called as organizational justice (Farmer et al, 2003).

The educational system is assumed as one of the most fundamental systems, which deeply influence in trend of national growth and development in all dimensions at any country. The sustainable development is assumed as a function of educational system in any country and this system play vital role in economic, social, and political development. Personnel play the best key role in improvement of performance. Hence, improving the productivity level among the
personnel may lead to the better performance in the educational system (Gholami, 2002). The present study is tended to examine the relationship among the personnel’s perception of organizational justice and productivity in education offices at Shiraz City.

**A review on previous studies**

Boswell and Boudreaux (2002) explored the relationship among organizational justice and performance of workforce. Their results indicated that there was significant relationship among job performance with procedural and distributive justice.

Bakely et al (2005) studied the effect of equity and justice in organizational behavior and personnel’s efficiency. Their findings showed that internalizing sense of equity in the organization might lead to better perception of personnel of justice and improvement of organizational behavior and their efficiency.

Heponiemi and Elovainio (2007) studied on relationship among the organizational justice and productivity. Their results indicated that the organizational justice and its components might act as strong predictors for productivity of manpower. Charash & Spector (2011) investigated into role of organizational justice in the organization. This survey was carried out in descriptive form and with questionnaire. Their outcomes showed that the organizational justice is deemed as one of the main determinant components for efficiency and productivity of workforce in the organization. Maria Elena Olkonen and Jukka Lipponen (2006) have concluded in their studies that the productivity and organizational products will be increased with observance of organizational justice and the personnel assume the commitment and loyalty to the organization as their duty with observing justice administration in their organization. The results of research from Blakely et al (2005) indicated that organizational justice is related to citizenship behavior positively.


Kohn (2007) indicated that the cultural values and organizational justice have the significant relationship with the performance. Similarly, Erdogan (2002) has called the organizational justice as one of the determinant factors in productivity of manpower. Heresy and Blanchard (1984) expressed the productivity elements including ability of work, perception of role, organizational support, tendency to motivation, feedback or evaluation, and environmental reliability and compliance (adaptation). Datta and Rajagopalan (1998) state that the productivity of human resources is deemed as the foremost criterion for productivity since the productivity of manpower is related to most of organizational analyses and at the same time the manpower is supposed as the easiest measurable data. Rao (2006) divided the effective factors on organizational productivity into several classes including educational, economic, individual, and managerial factors, which are assumed as the paramount ones of them and he mentioned that the productivity may be improved as the quality of either of these factors is enhanced.
Among the domestic studies, the results of studies done by Renani and Ali Abadi (2009) suggest that the human resources are the foremost factor or the main pyramid of reduction or increase in organizational productivity. The results of investigations done by Amirkhani and Poorezzat (2008) signify that the formation of social capital is extremely affected by perception of justice in the organization. Park and Yoon (2010) expressed that the procedural, distributive, and interactive justices have positive and direct effects on organizational civil behavior, job satisfaction, and productivity in line with the organizational effectiveness (quoted from Hedayati et al, 2011).

Barati et al (2009) studied the plain and multi-facet relationship among the organizational justice and job performance in Isfahan Steel Company. The results of their survey indicated that there was no relationship among the task-driven performance and contextual performance with distributive justice; however, there was significant relationship among task-driven performance and procedural justice, among contextual performance and procedural justice, and also among organizational justice and job performance. Similarly, there was significant relationship among justice and performance for females but it was insignificant in males.

Naderi et al (2010) studied the relationship among organizational justice and evaluation elements of personnel’s performance in Isfahan oil refinery Company. The research results showed that there was positive and significant relationship among organizational justice and evaluation of performance. The best predictors for variables of perceived management and quality of work belonged to interactive and distributive justices respectively where for one unit increase in both types of aforesaid justices, 0.233 and 0.175 were added to perceived management and quality of work, respectively.

Hedayati et al (2011) studied the relationship among organizational justice and productivity between personnel at hospitals in Zabol City. There was significant relationship among organizational justice and productivity and among dimensions of justice; the interactive justice was significantly related to productivity. The managers may increase productivity in personnel and entire hospital with creation of fair climate. Amirian (2011) explored that relationship among organizational justice and commitment with job productivity between teachers at female high school in Marvdasht City. The results indicated that there was significant relationship among organizational justice and organizational commitment with productivity. There is significant relationship among variables of organizational justice with productivity and also there is some relationship between variables of organizational commitment with productivity.

Research goals

The present research is generally intended to examine the relationship among personnel’s perception of organizational justice and organizational productivity in education offices at Shiraz City. The minor objectives of research are as follows:

1- Evaluation of organizational justice from viewpoint of personnel in education office
2- Evaluation of organizational productivity from viewpoint of personnel in education offices
3- Exploring the relationship between organizational justice and organizational productivity

4- Review on potential of personnel’s perception of organizational justice in prediction of organizational productivity

Methodology

Research method: By virtue of this fact in the current research that the relationship among organizational justice with organizational productivity was examined according to personnel’s perception in education offices at Shiraz City therefore the present study is included in the applied projects in terms of objective and it is of descriptive-correlation type in terms method.

Statistical population: The statistical population of this study included 360 participants from personnel of education offices at Shiraz City. The research sampling technique is of classified (clustered) random type in which 186 participants were elected as statistical sample according to gender and work services etc by means of Morgan’s Table for sample size.

Research tool: Two inventories were employed in the form of Likert 5-scale including organizational productivity questionnaire (Jahed, 2006) and organizational justice questionnaire (Neihoff & Moorman, 1993). Validity and reliability of organizational productivity questionnaire and organizational justice questionnaire were correspondingly calculated using methods of question-based analysis and Cronbach alpha coefficient. Accordingly, the all of questions were significantly related to total score that showed validity of questionnaire. Likewise, Cronbach alpha technique was utilized to estimate reliability coefficient to compute internal consistency of questions in the questionnaires. The reliability coefficients were acquired 0.85 for both questionnaires therefore the high value of Cronbach alpha coefficients approved the reliability of these inventories.

Data analysis method: At this step, single-sample t-test was used to give answers to questions 1 and Pearson’s correlation coefficient matrix method was employed to find answer for question-3 and also multivariate regressive analysis was utilized to answer for question no 4 by means of SPSS-16 software.

Findings

1- How much is the rate of organizational justice in education offices from personnel’s viewpoint?

Table (1) shows mean value of organizational justice dimensions as well as their comparison with criteria (Q2) and (Q3). It is seen that the mean values of distributive justice (3.19), procedural justice (3.35), and interactive justice (3.25) have been evaluated higher than the reasonable level (Q2 = 3) and based on derived t-value, significant difference has been acquired at levels 0.001 and 0.0001. From personnel’s view, mean values of distributive justice, procedural justice, and interactive justice are lower than favorable level (Q3 = 4) and according to the acquired t-value, significant difference has been derived among these means at level 0.0001. These findings signify that according to respondents’ view, the variables of distributive justice, procedural justice, and interactive justice possess higher level reasonable adequacy as well as lower level of favorable adequacy in education offices.
Table (1): Comparison of mean values of organizational justice dimensions in education offices from personnel’s view at reasonable and favorable levels

<table>
<thead>
<tr>
<th>Dimensions</th>
<th>Mean</th>
<th>Standard deviation</th>
<th>Reasonable adequacy level (Q2)</th>
<th>t-value</th>
<th>Degree of freedom</th>
<th>Significance level</th>
<th>Favorable adequacy level (Q3)</th>
<th>t-value</th>
<th>Significance level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distributive</td>
<td>3.19</td>
<td>0.77</td>
<td>3</td>
<td>3.39</td>
<td>185</td>
<td>0.001</td>
<td>4</td>
<td>14.15</td>
<td>0.0001</td>
</tr>
<tr>
<td>Procedural</td>
<td>3.35</td>
<td>0.55</td>
<td>3</td>
<td>8.79</td>
<td>185</td>
<td>0.0001</td>
<td>4</td>
<td>15.75</td>
<td>0.0001</td>
</tr>
<tr>
<td>Interactive</td>
<td>3.25</td>
<td>0.64</td>
<td>3</td>
<td>5.48</td>
<td>185</td>
<td>0.0001</td>
<td>4</td>
<td>15.62</td>
<td>0.0001</td>
</tr>
</tbody>
</table>

2- How much is the rate of organizational productivity in education offices from personnel viewpoint?

Table (2) indicates the mean values of organizational productivity dimensions as well as their comparison with criteria of Q2 and Q3. It is observed that according to respondents’ view, variables of ability, job knowledge, organizational support, performance feedback, employees’ compliance with environmental factors, participation (contribution), and education are placed the level higher than acceptable adequacy and they are estimated at lower than favorable adequacy in education offices. However, from respondents’ view, variable of motivation and credit of decisions in education offices are placed at reasonable level of adequacy while they are lower than favorable level of adequacy.

Table (2): Comparison of mean values of organizational productivity dimensions in education offices from personnel’s view at reasonable and favorable levels

<table>
<thead>
<tr>
<th>Dimensions</th>
<th>Mean</th>
<th>Standard deviation</th>
<th>Reasonable adequacy level (Q2)</th>
<th>t-value</th>
<th>Degree of freedom</th>
<th>Significance level</th>
<th>Favorable adequacy level (Q3)</th>
<th>t-value</th>
<th>Significance level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ability</td>
<td>3.75</td>
<td>0.78</td>
<td>3</td>
<td>13</td>
<td>185</td>
<td>0.0001</td>
<td>4</td>
<td>4.27</td>
<td>0.0001</td>
</tr>
<tr>
<td>Job knowledge</td>
<td>3.36</td>
<td>0.94</td>
<td>3</td>
<td>5.34</td>
<td>185</td>
<td>0.0001</td>
<td>4</td>
<td>9.12</td>
<td>0.0001</td>
</tr>
<tr>
<td>Organizational support</td>
<td>3.23</td>
<td>0.79</td>
<td>3</td>
<td>4.02</td>
<td>185</td>
<td>0.0001</td>
<td>4</td>
<td>13.12</td>
<td>0.0001</td>
</tr>
<tr>
<td>Motivation</td>
<td>3.12</td>
<td>0.99</td>
<td>3</td>
<td>1.40</td>
<td>185</td>
<td>0.10</td>
<td>4</td>
<td>12.07</td>
<td>0.0001</td>
</tr>
<tr>
<td>Performance feedback</td>
<td>3.33</td>
<td>1</td>
<td>3</td>
<td>4.51</td>
<td>185</td>
<td>0.0001</td>
<td>4</td>
<td>9.11</td>
<td>0.0001</td>
</tr>
<tr>
<td>Credit of decisions</td>
<td>3.02</td>
<td>0.62</td>
<td>3</td>
<td>0.53</td>
<td>185</td>
<td>0.59</td>
<td>4</td>
<td>21.15</td>
<td>0.0001</td>
</tr>
<tr>
<td>Employees’ compliance with</td>
<td>3.17</td>
<td>0.64</td>
<td>3</td>
<td>3.78</td>
<td>185</td>
<td>0.0001</td>
<td>4</td>
<td>17.41</td>
<td>0.0001</td>
</tr>
<tr>
<td>environmental factors</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contribution</td>
<td>3.09</td>
<td>0.95</td>
<td>3</td>
<td>1.30</td>
<td>185</td>
<td>0.19</td>
<td>4</td>
<td>12.94</td>
<td>0.0001</td>
</tr>
<tr>
<td>Education</td>
<td>3.34</td>
<td>0.66</td>
<td>3</td>
<td>7.11</td>
<td>185</td>
<td>0.0001</td>
<td>4</td>
<td>13.36</td>
<td>0.0001</td>
</tr>
</tbody>
</table>

3- Is there any significant relationship between dimensions of organizational justice with dimensions of organizational productivity?
To define the relationship between dimensions of organizational justice with dimensions of organizational productivity, Pearson’s correlation coefficient was used where the given results are shown in Table (3). As it observed in above table, the results showed that:

A positive and significant relationship was seen between all dimensions of organizational justice (distributive, procedural, and interactive justice) with dimensions of organizational productivity (ability, job knowledge, organizational support, motivation, performance feedback, credit of decisions, and employees’ compliance with environmental factors, contribution, and education). However, no positive and significant relationship was observed among organizational support with variable of contribution (participation) out of organizational productivity.

According to the given results, the adequacy for implementation of regression was confirmed in correlation coefficient matrix and significant of relationship among variables.

<table>
<thead>
<tr>
<th>Table (1): Correlation matrix of organizational justice dimensions with dimensions of organizational productivity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ability</td>
</tr>
<tr>
<td>---------</td>
</tr>
<tr>
<td>Ability</td>
</tr>
<tr>
<td>Job knowledge</td>
</tr>
<tr>
<td>Organizational support</td>
</tr>
<tr>
<td>Motivation</td>
</tr>
<tr>
<td>Performance feedback</td>
</tr>
<tr>
<td>Credit of decisions</td>
</tr>
<tr>
<td>Employees’ compliance with environmental factors</td>
</tr>
<tr>
<td>Contribution</td>
</tr>
<tr>
<td>Education</td>
</tr>
<tr>
<td>Distributive</td>
</tr>
<tr>
<td>Procedural</td>
</tr>
<tr>
<td>Interactive</td>
</tr>
</tbody>
</table>

4 - Is the variable of organizational justice assumed as significant predictor for productivity in education offices from personnel’s viewpoint?

Based on Diagram (1), from personnel’s view, the variable of organizational justice is the positive significant predictor for productivity of education offices (p <0.01 and β = 0.60).


Diagnosis (1): Prediction of productivity in education offices based on organizational justice from personnel’s viewpoint

**Discussion and conclusion**

Overall, review of the total results from the current research indicated that personnel’s perception of education offices of the organizational justice and productivity was at reasonable and favorable level. With respect to the derived results, which were based on the existing positive and significant relationship among organizational justice and organizational productivity, the results of present research are aligned with the findings from investigation done by Barati et al (2009) and Heponiemi and Elovaingio (2007). The organizational justice is related to personnel’s view about this matter whether the organization behaves to them with justice and equity or not (Abu Elanain, 2010). Hence, personnel make decision in their evaluation from organizational justice and productivity based on type of behavior that they treated with them if it is fair and logical and free of any personal favoritism or not. Therefore we can acknowledge that the justice processes may play important role in the organizations. Similarly, organization and systematic
organizing are considered as inseparable element of life and the organization is a social system, which its life and stability depends on strong link between its constituent elements and parts where perceived injustice may be followed by destructive effects on spirit of collective work (Seyed Javadin et al, 2009). A moderate organization should be based on justice hierarchy so that to possess the coordination, work divisions, and leadership chain with the best organizational chart. As it is possibility for movement or flight under balanced conditions, a balanced organization may lead all personnel to the peak point. Therefore, it may be inferred that often the personnel consider their organization as independent social agent, which is capable to administer justice or breach it (Hossein zadeh & Naseri, 2007). On the other hand, there are some rich workplaces where the emotions and various physical and spiritual requirements are met for the personnel. Hence, whereas the productivity is assumed as a criterion for evaluation of performance in systems thus if organizations are tended to advancement and improvement they should be able to create perception of existing justice among the employees since perception of organizational justice is deemed as an essential requirement for efficient performance of personnel and it plays very determinant role in formation of their attitudes and behaviors (Lambert, quoted from Amin Alavi, 2002).

And finally, findings of present research emphasize on importance of fair and just behavior by the organization treated with personnel to improve organizational productivity. The current investigation will contribute to officials and directors of education offices prepare the ground for improvement and upgrading the productivity, which is required for all-inclusive planned efforts and endeavor by the relevant personnel and officials if the needed conditions are provided and the systems, rules, procedures, instructions, methods, technology, change in stimulant factors, motivational methods are met and the adequate powers are given to the employees etc.

With respect to the research findings, it is deemed favorable that:

1. Whereas it was characterized in this research that perception of employees in education offices of organizational justice has been higher than acceptable level of adequacy and lower than favorable level of adequacy thus it is suggested to the related officials and principals to show more sensitivity to effectiveness of personnel’s perception of justice and to try to determine status quo about perception of organizational justice in order to identify weak and strong points. In the case of personnel’s dissatisfaction with justice administration regarding payments, distribution of welfare facilities, job improvement and promotion (distributive justice), formulation and codification of regulations, procedures of decisions (procedural justice), communications between employees and way of behavior with personnel (interactive justice), it is recommended them to revise these processes seriously and try to implement justice and equity about the above-said cases.

2. Whereas organizational productivity has been evaluated at reasonable level of adequacy and lower than favorable level of adequacy from personnel’s view in education offices therefore it is suggested to them to identify all of relevant factors to organizational productivity and to improve them inside organization and to try to strengthen them.
3. It is recommended to hold adequate and appropriate educational course for increasing organizational favorable outcomes in order to familiarize the directors with principles and bases of organizational justice and way of their utilization.

4. It is recommended to officials in organization to evaluate and survey organizational justice and productivity periodically and constantly not for once due to the dynamic and variable nature of workplace since personnel’s requirements vary constantly and employees may be sponsored by different directors and probably the personnel may purpose different working demands and so forth. Such reviews will more exactly identify the strong and weak points and consequently the organization may plan more prudently and systematically in order to remove the weak points and to improve the strong points.

5. It is suggested to directors and officials to consider personnel’s comments and ideas regarding their requirements and improving rate of organizational justice.

6. Creation of new organizational structure (building an flexible, open, and supportive structure) and correction and organizing different processes toward increase in organizational justice and productivity;

1) Conducting study and research about each of organizational justice dimensions in prediction of organizational productivity

2) The research population only included the employees in this study but investigation and inquiry about directors and comparison their results with personnel may also deserve attention and it is important since organizational justice and productivity are not only limited to the personnel, but also directors have especial and valuable position in the organization and on the other hand they are essentially responsible for management and guiding of organization.

3) It is suggested to conduct a similar study among personnel in other national organizations and the acquired result to be also analyzed at macro level.

4) Considering the role of effect caused by other effective variables on organizational productivity in the future researches

5) Analysis of proper situation and position from the given variable on the site of execution of research in order to improve reliability level of study

6) It is recommended to carry out frequently and repeatedly several researches about evaluation of justice and productivity by the researchers so that it could be able to reduce the created weaknesses.

7) 7. Given the Islamic background and culture governing over the society that is followed by national organizations, the position of Islamic justice shall be also considered in higher education centers.

8) The exploration into the value-driven, cultural, and social factors on organizational productivity
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