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## The relationship between organizational justice and job satisfaction among the employees of Tehran Payame Noor University

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### Abstract

The purpose of this study is analyzing the relationship between organizational justice and job satisfaction among the employees of Tehran Payame Noor University. Statistical Society of this study includes all personnel of the organization (800 people) in 2012 and the sample size includes 260 people that were selected randomly. This study was of correlational descriptive-analytic type and for data collection, organizational justice (Moorman and Niehoff, 1993) and job satisfaction (Spector, 1997) questionnaires were used. For analyzing the data, statistical methods like Multiple Regression and Pearson Correlation Coefficient were utilized and the results were as follows: There is a significant relationship between organization justice and job satisfaction. On the other hand, among these components, only procedural justice is able to predict job satisfaction.

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### 1. Introduction

Today, a major part of our life is spent in organizations or in connection with the organizations. Any organization doing multiple or specialized tasks realizes general and specific objectives for its community and people. These objectives and tasks are much harder and more complex than that could be reached by an individual or a small group, thus life cycle depends on organizations, progression and survival of the business community and their effective function. People do their works more effectively through organizations and in fact their function, the quality of organizations' activities and as a result their community affairs will be affected (Alaghe Band, 2004).

Human resources are the most important topflight part of any organization and if this part is more qualified, the probability of success, survival and improving the organization will increase. Therefore, one should try to develop the quality of human resources, because this action is beneficial for both organizations and individuals.

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Human resources which are loyal, satisfied, consistent with organizational goals and tends to maintain a organization membership that is willing to go beyond the prescribed duties, could be an important factor in organizational effectiveness. Having such resources in organization complies with higher performance and lower rates of absenteeism, delays and turnovers; the organization's image will be shown appropriate, and provides a ground for the growth and development of the organization. On the contrary, human resources with lower satisfaction, justice and organizational commitment inclined to leave the organization, not only it does not move towards achieving organizational goals, but also it will be effective in creating the ignorance culture towards the organization's problems among other colleagues. That's why in the past two decades, in various aspects related to research in this field, a lot of attention has been paid to this issue (Hussienian, &, Habibi, 2007).

Justice and its implementation is one of the basic needs of human innate that historically it has been provided the perfect platform for the development of human societies. Justice theories parallel to the development of evolved human society have been drawn from religious and philosophical ideas to experimental studies. Some experts preferred justice theory rather than the theory of equality, because it focuses on the equitable distribution of income among people to achieve a high level of motivation (Yaghubi et al., 2009).

Employees are facing at least two resources in implementation or violation of justice in the organization, the most apparent resource is supervisor or person's direct manager. The supervisor has the authority to manage subordinates, he could influence some outcomes like increasing the payment or promoting the opportunities of the subordinates. The second resource of the justice or injustice that employees may have attributed to is the organization itself, though this resource is more subtle, but it is also important to note (Na'ami, & Shokrkon, 2006).

Organization is a social system that its life and stability dependent on the existence of strong bonds between its constituent elements. Perceived injustice has detrimental effects on the spirit of collective work, because it overshadows the dedication of human resources and the motivation of staffs. Injustice and unfair distribution of the organization's achievements and outputs leads to low employee morale in their efforts and activities; Therefore, justice is the key element in surviving and sustaining the development of the organization and its employees. So, the main tasks of managing are maintaining and developing the fair behaviors among managers and creating the sense of justice in staffs (Seyyed Javadin, Farahi, & Taheri Atar, 2008).

Spektor (2000) defines job satisfaction as people's attitude towards their jobs and generally with respect to different domains (Shokrkon & Na'ami, 2003). Today, in every country there are hundreds of jobs and careers that many people are engaged to them and usually manage their lives through them. The thing that psychologists and social science scholars have always considered is job satisfaction and the effects of this satisfaction on their spirits and productivity. Psychological pressures and tensions in society caused by working environment and family have the key role in individuals' life. If an organization's employees in their working environment can have a sense of dissatisfaction and injustice, then cannot act well in their duties. If they are interested in their jobs, their talent and creativity will flourish and they will never suffer from fatigue and depression, on the contrary if they are not interested in their jobs, they may also suffer from depression and their activities do not work at all, as a result the society will damage too (Imani, 2009).

However, justice demands that there should be the highest proportion between jobs and employees, The basis of organization are some events that are done through organization's members, and each of these tasks must be coordinated in order to achieve organizational goals (Imani, 2009).

Job satisfaction causes individuals' productivity to increase, then people would be committed to the organization, person's physical and mental health would be ensured, people's spirit would be increased, and all of these make people satisfy their lives and learn new job skills more rapidly (Moghimi, 2006).

The subject of this study is to consider the measurement of organizational justice and job satisfaction and evaluating them among industrial employees, followed by useful and valuable results and also to seek confounding factors in this regard. So that in this way, we can develop the quality and level of employees' efforts and works, and with providing proper guidelines on how to effectively deal with employees, we can increase the

efficiency of organizations. However, Justice demands that there should be a comprehensive and universal development for the organization so that in this way no one can be stable and the blossoming of talents will be provided, and we can fight with uniformity and insipidity of jobs. Because of the fact that increasing organizational justice leads to higher efficiency, performance and job satisfaction, their importance is clearly seen, and the employees' performance ascends; justice and satisfaction can be perceived between them more than ever. According to these issues, the purpose of this study is analyzing the relationship between organizational justice and job satisfaction among the employees of Tehran Payame Noor University.

Yaghoubi, M., et al. (2009) in her research showed that there is a significant relationship between organizational justice and job satisfaction (Yaghoubi et al., 2009).. Seyyed Javadin; Farahi; and Taheri Atar. (2008) indicated that the effect of the various dimensions of organizational justice on different aspects of job satisfaction and organizational commitment was completely different and had various degrees. However, any sense of justice towards organizational commitment, job satisfaction and satisfaction with the supervisor can have a significant effect (Seyyed Javadin, Farahi, & Taheri Atar, 2008).

Shokrkon; N'ami (2003) indicated that, there is a significant relationship between overall organizational justice and overall job satisfaction. Moreover, there is a significant relationship between the components of organizational justice and overall job satisfaction (Shokrkon & Na'ami, 2003).

Imani (2009) pointed out that there is a significant relationship between overall organizational justice and overall job satisfaction. Moreover, there is a significant relationship between the components of organizational justice and overall job satisfaction (Imani, 2009). From a research, Warner (2005) found out that procedural justice is the best predictor of job satisfaction, though distributive justice is also effective but honestly it is less effectual (Imani, 2009). Moorman (1991) quoted from Flagger and Konosky (1989) stated that perceptions of distributive justice significantly depend on increasing the fulfillment or gratification of payment and overall job satisfaction.

Martin & Nagao (1989) believed that feelings of deprivation and inequality usually cause some psychological and behavioral effects such as dissatisfaction, job stress and absenteeism. From a research, Thompson (2001) analyzed the relationship between justice and customer satisfaction. He analyzed the justice from 3 dimensions: distributive, procedural and interactional justice. Finally, he found out that distributive justice is the best predictor of satisfaction.

Vroom (1970) found a strong conceptual relationship between equity perceptions and job satisfaction. He also noted that, job satisfaction would not be determined merely through rewarding the person and losses that are incurred in the organization.

Porter and Steers (1973) pointed out that job satisfaction is a mediator variable. Consequently, the equality perception will determine the satisfaction or dissatisfaction (Shokrkon & Na'ami, 2003).

From a research named Job Satisfaction of Nurses, Belgen and Murler (1987) found out that equitable distribution of income had a significant positive correlation with job satisfaction of nurse. Agho, Murler and Price (1993) also found out a correlation of 0.52 between the fair distribution of income and job satisfaction.

Balgon (1993) in a meta-analysis consists of eight studies with 2833 subjects, found out that the correlation coefficient of 0.30 between organizational justice and job satisfaction at 0.01 level is significant (Shokrkon & Na'ami, 2003). Will and Nye (1992) in a meta-analysis, consists of 300 studies, found out that the correlation coefficient of organizational justice and job satisfaction is 0.23.

Alexander and Ruderman (1997) also stated that the sense of justice in the organization (distributive or procedural) would directly influence the displacement and desertion. The feelings of job satisfaction, trusting in managers, and organizational conflicts... are also effective. Moreover, those who accept the organizational decisions are more willing to cooperate with managers in organizations. These findings have shown that, procedural justice would have been more effective in working relationships with colleagues, or even subordinates, and their loyalty to the organization. They have also shown in their research that the sense of

equality in the organization would directly influence the willingness to displacement and desertion (Alexander & Ruderman, 1997).

Najibzade (2006) pointed out that employees usually have feeling of inequality towards their payment in comparison with other three aspects, but they have feelings of equality towards their working environment in comparison with their colleagues and others. Finally, they have relatively positive feelings of equality and above the average levels or almost equal about organizational respect and admiration, and also procedural justice.

## 2. Research Questions

1. Is there a significant relationship between organizational justice and job satisfaction?
2. Is there a significant relationship between the components of organizational justice and job satisfaction?

## 3. Methodology

The present study was of correlational descriptive-analytic type. Statistical Society of this study includes all personnel of the Tehran Payame Noor University (800 people) in 2012 and the sample size includes 260 people that were selected randomly. For data collection two following questionnaires were used:

For measuring organizational justice, a standardized questionnaire (Moorman and Niehoff, 1993) was used which composed of three subscales: distributive justice which had five types, procedural justice which had six types and interactional justice which had eight types.

A standardized questionnaire (Spector, 1997) was considered for preparing a teacher job satisfaction questionnaire; these questionnaires were related to: pay, promotion, supervisor, marginal benefits, contingent rewards, areas of activity, colleagues, nature of work, communication.

Cronbach's Alpha Coefficient was used for examining the reliability of the questionnaires, and content-related validity was used for determining the validity of the questionnaires. For analyzing the data, statistical methods like Multiple Regression and Pearson Correlation Coefficient were used.

## 4. Results

1. Is there a significant relationship between organizational justice and job satisfaction?

To examine whether or not there is a relationship between variables, Pearson Correlation Coefficient was used which its results are shown in a correlation matrix in Table 1:

Table 1: Correlational matrix between organizational justice and job satisfaction.

Variables	Job Satisfaction	Organizational Justice
Job Satisfaction	1	
Organizational Justice	*0.65	1

The above coefficients indicate that if the correlation between organizational justice and job satisfaction is less than 0.05, it is significant.

2. Is there a significant relationship between the components of organizational justice and job satisfaction?

For analyzing this question, Multiple Regression was used. First, Pearson Correlation Coefficient was used for determining whether or not there is a relationship between variables. The results are shown in a correlation matrix in Table 2:

Table 2: Correlational matrix between organizational justice and job satisfaction.

Variables	Job Satisfaction	Distributive Justice	Procedural Justice	Interactional Justice
Job Satisfaction	1			
Distributive Justice	*0.49	1		
Procedural Justice	*0.66	*0.62	1	
Interactional Justice	* 0.54	*0.45	*0.82	1

The astride correlation coefficients in the above table are statistically significant and as you can see, all aspects of organizational justice have significant correlation with job satisfaction. However, in order to determine that at least one of the predictive variables (dimensions of organizational justice) can predict criterion variable (job satisfaction), Analysis of Variance and Coefficient of Determination were used which the results are shown in Table 3:

Table 3: Analysis of variance and statistical characteristics of regression.

R	R-Squared	F	df1	df2	Significant level
0.67	0.44	31.17	2	258	0.001

As you can see, the amount of F is equal to 31.17 that the amount of degrees of freedom (2.258) is significant at 0.001 levels and because the significant acceptable level is less than 0.05, therefore we conclude that at least one of the predictive variables can predict the criterion variable. On the other hand, R-squared value is equal to 0.44; this means that the predictive variables altogether can predict 44 percent of variable changes in job satisfaction. However, in order to determine the extent to which predictive variables can predict the criterion variable, the beta coefficient was used and the results are shown in Table 4:

Table 4: The beta coefficients and their significance levels

Predictive variables	B	Beta	T	Significant level
Distributive Justice	0.37	0.13	1/49	0.13
Procedural Justice	1.41	0.54	3.97	0.001
Interactional Justice	0.07	0.03	0.29	0.76

As you can see, the significant level of the only beta component of procedural justice is less than the significant acceptable level (0.05), and the components of distributive and interactional justice are not able to predict job satisfaction. So we can write Regression Line Equation based on the following beta component of procedural justice:

$$Y= (0/54) X1$$

## 5. Figures

The purpose of the present study is analyzing the relationship between organizational justice and job satisfaction and the results were as follows: There is a significant relationship between organization justice and job satisfaction. On the other hand, among these components, only procedural justice is able to predict job satisfaction. Therefore, the results of the study were consistent with the research results of Yaghubi, et al. (2008) ; Will, A ,L & Nye, L (1992) ; Seyyed Javadin, et al. (2008) ; Shokrkon & Na'ami (2002) ; Imani (2009) ;

Grinberg (1990) ; Warner (2005) ; Balgon & Muller (1987) ; Agho Muller and Price (1993) ; Colendvar (2009) ; Mari Loomns (2008) and Alexander & Ruderman (1997).

According to the theory of Mutual Contractual Relationship of Van dyne & Graham, a contractual relationship is established between employees and organizations (Imani, 2009). Organizational justice in the workplace means that employees are important for the organization. In such circumstances, the employees will be committed to the organization and this leads to a change in job satisfaction and performance, and two strains of a covenant is created between employees and the organization which also leads to appropriate organizational behaviors by employees.

Robins (1991) points out that people usually like payment system and improving system of work to be unambiguous and fair. According to the type of job and personal skills, job satisfaction will be achieved if the amount of payment is fair. Obviously, nobody wants to receive money at any cost. Many people consciously desire to receive less money but work somewhere that is consistent with their desires or where they feel less discrimination.

The main key in linking wages with job satisfaction is not the total amount a person receives, but this depends on the individual's perception of fairness and justice in the organization. The same way, employees like that organizations follow equity in operation and implementation of policies related to their jobs. Apparently, the ones who feel satisfied about the organization's policies towards equity, then probably will have more job satisfaction.

However achieving organizational objectives depends on the optimal use of human resources, finance and equipment. But the dynamism of a Universities depends on many factors, including having some satisfied and fulfilled employees, so that in a dynamic and healthy environment, they can take steps and use their power for more efficiency and better cultural organization. On the other hand, organizations need some effective and efficient employees so that they can achieve their goals comprehensively, and generally, effectiveness and efficiency of organizations depends on the efficiency and effectiveness of human resources in organizations. Hence, taking steps towards increasing justice and satisfaction among the employees is the main task of the organizations and it has the upmost importance.

According to the findings obtained on the basis of their importance and priority, the following suggestions are recommended to enhance organizational justice and job satisfaction of the employees:

- Adequate and appropriate training should be held for the managers to make them familiar with the principles and foundations of organizational justice and its application. At the same time, managers and administrators should be encouraged to interact with employees and actually use the principles and findings of the organizational justice theory.

- It is recommended to the relevant authorities to make arrangements for providing justice in the organization; therewith employees can be more happy and satisfied. Therefore, managers at all levels of management should obtain sufficient information about organizational justice and examine its implementation in the organization.

- Authorities should prepare the organizational conditions in a way that job satisfaction can be achieved among employees more than ever. This requires institutionalizing distributive, procedural and interactional justice in the organization. For implementing distributive justice, managers should try to use a good performance evaluation system which is derived from an appropriate job description, for this purpose, one should first analyze the job in a scientific manner. Managers can use procedural and interactional justice which the economic costs of their implementation is very trivial in order to satisfy their employees. In order to maintain and develop procedural justice, there should be clarity and transparency in organizational guidelines and procedures. And since our culture is collectivist, paying attention to interactional justice has the upmost importance. For implementing interactional justice, a decision which has been made in the organization should be provided for the employees with good behavior and appropriate interactions.

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