THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND JUSTICE AMONG THE STAFF OF YOUTH AND SPORT ADMINISTRATION IN QOM PROVINCE

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ABSTRACT

The aim of this study was to investigate the relationship between organizational culture and organizational justice. Methodology of the research was descriptive-survey. The population was included the entire staff of the General Directorate of Youth and Sport in Qom that based on the organization's informatique unit report they were 120 persons in 2014. Due to the small population size, sample was selected equal to the size of population. Data were collected by the help of personal characteristics' questionnaires, Denison's organizational culture questionnaire (2007) with 60 items and 4 dimensions of (involvement, compatibility and solidarity, adaptability and mission) and Niehoff and Moorman's organizational justice (1993) with 20 items and 3 dimensions of (distributive justice, procedural justice, interactional justice). Data analysis was performed using descriptive statistics (tables, frequency and frequency percentage) and inferential statistics (Kolmogorov-Smirnov test and Pearson correlation test) by SPSS 22 software. The results showed that there was a significant relationship between engaging in activities (involvement) and interactional justice, there was a significant relationship between engaging in work (involvement) and procedural justice, there is no significant relationship between engaging in work (involvement) and distributive justice, there was a significant relationship between compatibility and interactional justice, there was no significant relationship between compatibility and procedural justice, there was no significant relationship between compatibility and distributive justice. There was no significant relationship between compatibility and distributive justice.

Keywords: Organizational Culture, Organizational Justice, Distributive Justice, Procedural Justice, Interactional Justice

INTRODUCTION

Because of advances in science and technology at the present time, human mental representation of the world has transformed it as global village. Therefore, by this representation associated factors are taken more into consideration. It could be said that progress in any organization is depend on its management system. Good performance of management is one of the most important factors which indicate the proper management and can increase organization efficiency. That the function is affected by various factors such as organizational culture, organizational justice, organizational health, entrepreneurship, director's ways of thinking and many other factors which every one of them might have a direct impact on the ways of director's performance (Alantiyeh, 2014).

Organizational culture is a force that compels people to act in organizations; organizational culture related to its successes or failures, it consists of complex parts of values that they will affect on attitudes and ultimately "on the behavior of individuals in the workplace" (Tousi, 1993). A genuine look and paying attention to the formation of a strong and proper culture in organization from the beginning of the work and understanding the culture and changing steps can help to managers in achieving the goals of the organization, reducing conflicts within the organization, reducing costs and speed the appropriate response in confronting changing's. Therefore, if the organization has a proper culture that focuses on innovation and compatibility with environment, there is no worry about the changes and difficulties in its implementation. So when a strong culture and spirit of cultural development to be institutionalized, manager would has a smart and powerful role in promoting the goals of the organization. Also,
organization is a social system that its life and sustainability depends on a strong link between its constituent parts and components (Bagheri, 2014). Nonconformity of justice might cause detaching and separation of these components from each other and finally the bonds among the components will break (Panahi, 2011). Indeed, we can say that justice plays a unifying role within the organization. Injustice and unfair distribution of achievements and outputs of the organization lead to decrease the employees' morale, spirit and acting's; thus, justice is a key to organizational survival, stability of promoting process, and development of the organization and its staff (Allah, 2010). Justice and focusing on organizational culture are of the most important factors affecting the organizations' survival and maintaining their health in long-term (Greenberg, 2000). In particular, justice increases the feeling of belonging, loyalty and lead to trust to the organization by people, enhancing human resources and social capital to the organization (Greenberg, 2000). Althaneh et al., (2014) interactional organizational justice among physical education teachers in public schools in Jordan is a factor of their involvement in their jobs. Mousavi (2013) in a study over the employees of Ministry of Education in Marwdasht city branch founded that between organizational culture and organizational justice with effectiveness among them there is a significant relationship. Al-Ansari et al., (2013) in a research entitled organizational culture, leadership style and effectiveness concluded that organizational culture has a significant and positive relationship with effectiveness. Therefore, the main question of this study is that what is the relation between organizational culture and organizational justice among the staff of Youth and Sports Organization in Qom province?

MATERIAL AND METHODS

Methods

The type of present study is practical in terms of its aim, and because the researcher sought to obtain information about the views and opinions of different people in this survey, hence, the nature of this research is descriptive-survey and in terms of relationships among variables is correlation; however, data collection has been conducted through fieldwork and questionnaires. The study population has included all employees of the General Directorate of Youth and Sport Organization in Qom province according to its information unit they were 120 people in 2014. Due to the small population size, the sample was selected equal to the population, or in other words, the census method was used for sampling. Therefore, all 120 employees of the General Administration of Sport and Youth in Qom province were selected as the sample. Denison's organizational culture questionnaire (2007) has 20 items and 3 dimensions of (distributive justice, procedural justice and interactional justice) and organizational culture questionnaire consisted of 60 questions which its dimensions are (involvement, compatibility and solidarity, adaptability and mission). Analyzing data has been used from descriptive and inferential statistics. Descriptive statistics included from (frequency tables, percentages, mean, etc.) and in inferential statistics of Pearson correlation coefficient was used.

RESULTS AND DISCUSSION

Results

Descriptive Statistics

Regards the findings, the most respondents aged group were between 13-35 years old with the frequency of 22 years (29.3 percent) and the lowest class were 19-25 years old with frequency of 10 years (13.3 percent). Also, according to the respondent’s data about sex, men with a frequency of 43 people (70 percent) were more than women with a frequency of 32 ones (30 percent). And regards to the respondent’s data related to their marital status, married participants were more with the frequency of 58 people (76.6%) and about the information of participant's field of study the highest degree were related to Bachelors degree with the frequency of 32 people (42.66%) and the lowest number were diploma with the frequency of 3 ones (4 percent). Also, related information about the respondents employment, most of them with a frequency of 33 people (43.5%) were contractual and the next rank official contract employees were placed with the frequency of 30 ones (40%) and the lowest number were contract
employment with a frequency of 12 ones (16.5 percent). It also shows that the information about the organizational status; As we can see in the table, most of the organizational status belongs to the experts with a frequency of 45 people (60%) and the lowest number belong middle managers with a frequency of 3 ones (3.5 percent).

**Inferential Statistics**

According to table 1 there was a significant relationship between involvement and procedural justice and interactional justice; however, there was no significant relationship between involvement and distributive justice.

<table>
<thead>
<tr>
<th>Relationship</th>
<th>Significance level</th>
<th>Pearson coefficient</th>
<th>correlation</th>
<th>Involvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have</td>
<td>0.006</td>
<td>0.50</td>
<td></td>
<td>Interactional</td>
</tr>
<tr>
<td>Have</td>
<td>0.011</td>
<td>0.46</td>
<td></td>
<td>Procedural</td>
</tr>
<tr>
<td>Have not</td>
<td>0.57</td>
<td>0.11</td>
<td></td>
<td>Distributive</td>
</tr>
</tbody>
</table>

According to Table 2, there was a significant relationship between compatibility and interactional justice, but there was no significant relationship between compatibility and procedural justice and distributive justice.

<table>
<thead>
<tr>
<th>Relationship</th>
<th>Significance level</th>
<th>Pearson coefficient</th>
<th>correlation</th>
<th>Compatibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have</td>
<td>0.046</td>
<td>0.353</td>
<td></td>
<td>Interactional</td>
</tr>
<tr>
<td>Have Not</td>
<td>0.773</td>
<td>0.55</td>
<td></td>
<td>Procedural</td>
</tr>
<tr>
<td>Have Not</td>
<td>0.773</td>
<td>0.55</td>
<td></td>
<td>Distributive</td>
</tr>
</tbody>
</table>

**Discussion and Conclusion**

The results showed that there was a significant and direct relationship between involvement and interactional justice and by increasing the interactional justice involvement will goes up. In Youth and Sport Organization of Qom the behavior among the employees during the organizational approval processes is very high. Indeed, the distribution of organizational results is optimized and it's due to the perception of equality that is an important factor. The staffs are so interested with their work and managers have a key role in dealing with personnel in this process. Relation of employees and fair treatment of the officials is tangible and there is sometimes nepotism, personal biases and positioning of over-headed people toward the lower ones in organizations, but fortunately this organization is not so; and justice especially interactional justice is ruling. There was a significant relationship between involvement and procedural justice. Fairness and justice are carried out in the procedure processes at the organization of sport and youth of Qom. In fact the equal opportunity is provided for everyone. Fairly law enforcement procedures and benefiting from them is available for everyone. It is the sense of fairness in decision-making processes that led to the working relation and involvement of the employees in youth and sports organization of Qom province. Procedural justice is very tangible in Sport Organization of Qom, the sense of employees and their perception of that is quite apparent; so that the employees have been involved positive. Unfair matters such as nepotism and bribery do not exist and not only popular but also quite obsolete. “There is no a significant relationship between involvement and distributive justice”. One of the most important organizational factors that may affect involvement is the perception of employees from fairness and justice in the workplace; especially distributive justice, that is the same sense of fairness; what there is among individuals in youth and sport organization in Qom that leads to
participation and involvement in work. In fact, payments, job challenges, job security, work place and even negative consequences such as getting fired and punishment in Youth and Sport Organization of Qom are the same for all. This is where the staffs are committed and involved in work; involvement is the same psychological state in which people make themselves obedient and subordinate to their role in the organization. It can be said uninvolved staff withdrawn themselves, i.e. emotional and cognitive, from working roles. They are doing their tasks incompletely. Their act is effortless and like robots have no soul which having hourly and automatic movements that there are not such people in Youth and Sport organization. “There was a significant relationship between compatibility and interactional justice”. In fact, all the relations and interactions of people in Youth and Sport organization in Qom are on track to achieve fair results; i.e. people in order to achieve fair results, make unfair interactions among themselves and others. These types of justice lead to the compatibility of persons with work and their working environment and with aspects of the communication process (e.g. politeness, honesty and respect) between transmitter and receiver of justice, and are determined by the behavior of management in youth and sport organizations that are good leaders. It seems that this kind of organizational justice is related with cognitive, emotional and behavioral reactions toward the organizational management or in other words toward the different parts of administrators in the organization that are the authority of justice. So, staffs understand interactional injustice lesser in Youth and Sport organization of Qom and is predicted that if so, the staff showed a negative reaction to their supervisor and the organization was out of adjustment and compatibility. “There was no significant relationship between compatibility and procedural justice”. It can be said that procedural justice is directed to methods of decision-making, notification, implementation, allow to protest and dispute and discussion about the decisions. Procedural justice in Youth and Sport organization related to the extent of provisions and specified rules by the staff and equality of obeying from them. Staffs’ characteristics of sport ministry even personality traits of Qom population demonstrated their adaptability and compatibility with the conditions and their obedience from the rules of the organization. Managers with impartiality allow the employee's voice to be heard or get them opportunity, and participate them in decisions in Ministry of Youth and Sport. People with a sense of compatibility with conditions, participation and subordination in observing affairs related to procedural justice; and it shows the compatibility.

“There was no significant relationship between compatibility and distributive justice.” Distributive justice is based on understanding the outcomes and is considered as a potential factor with important functions in organizational matters. The point here is that when an employee understands distributive injustice he may change the quality and quantity of work toward this injustice.

There is no change and incompatibility among the employees of youth and sport organization in Qom province because they have a proper understanding of injustice. Beside the organizational culture about conducting or violation of justice, it is also would be achieved by efficiency and effectiveness in the organization. Eltehaneh et al., (2014), Musavi (2013), Al-Ansari et al., (2013) is in consistence with the present study.

Hence, justice and its establishment as a critical requirement for human societies, especially for sport organizations that are specified organizations, have to be considered importantly. The outcomes of injustice and uncultured in many organizations have been warned. Therefore, people spend most of their life in organizations or in relation with them; and this matter indicate the important place of organizations in today’s world. What actions have been done about justice and making culture in organizations? Fairness behavior by the organization toward its employees commonly lead to increase their commitment and citizenship behavioral would become most affective. On the other side, organizations with a strong organizational culture would have optimized results. Procedural justice, distributional justice and interactional justice in organizations have solidarity with organizational culture, compatibility, compliance and involvement. Youth and sport organization in Qom by holding employees’ sports Olympiads, holding various sport championships, promoting public sports, holding local and rural games and even developing championship games toward organizational culture and justice had done important steps.
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