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ORGANIZATIONAL JUSTICE AND EMPLOYEE SILENCE

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ABSTRACT
Employees silence is common among employees, which has received little attention. These employees are apathetic toward their work, supervisors, work quality and organization. Perceived organizational justice is a reason for the decline in silence employees. The purpose of this study was to investigate the relationship between perceived organizational justice and employees' silence in Kerman University of Medical Sciences in 2014. This study used descriptive correlational and cross-sectional methods. The population includes all central office staff Kerman University of Medical Sciences, 400 people, and for sample size Cochran formula was used, and 147 people were selected. Two questionnaires were used in this study: perceived organizational justice questionnaire with validity 0.91 and reliability 0.94, and employee's silence questionnaire with validity 0.72 and reliability 0.92. For data analysis, Pearson and Spearman correlation and regression testing was used through software SPSS edition 22. The findings showed that there was an inverse relationship between organizational justice and employees' silence of Medical Sciences, Kerman. Elimination the employees silence and this undesirable behavior can cause employees to operate more efficiently, with a focus on encouraging employees to provide positive ideas and identify the problems. This problem can focus on perceived organizational justice partly is resolved.

Keywords: Perceived Organizational Justice, Silence, Employees Silence

INTRODUCTION
To use, effective and efficient manpower is required to be given to organizational behavior. Today, one can find a lot of staff, who for different reasons, have resorted to malicious behavior, and this issue has created many problems. One of the behaviors that have been studied so much by the country's universities is Staff silence.
Miliken *et al.,* (2003) has introduced the silence in organizations as a barrier. Researchers, they suggested, the silence is a major obstacle to the development of organizations that can distinguish between their employees. This point is confirmed by the. They offered a silent enterprise level, reduces organizational benefits derived from collective opportunities, the expression of ideas and opinions (Slade, 2008).
Most researchers assume that silence has, relatively simple concept. Two reasons exist for this lack of attention. First, many people interpret silence as not speaking. When talking fails, the behavior is not observed, and will not be considered. Second, the absence of treatment, the more difficult is the study of observed behaviors. However, describes the nature of silence, when that happens, members of the organization, regardless of that, the conversation about the differences (Slade, 2008), The Silence of the staff, has three of the following components:
1. Silent Admission: When most people use the word "silence" in the face of another person's behavior, most of them have this one, did not communicate, actively. Silence reception is meant to preserve the ideas, information, or opinions based on the assignment, or disengage off. The silent acceptance, offer, transfer behavior, that behavior is reactive, not proactive.
1. Silent Admission: When most people use the word "silence", in relation to the behavior of another person, often they have this one, did not communicate, actively. Silence reception is meant to preserve the ideas, information, or opinions based on the assignment, or disengage off. The silent acceptance, offer, transfer behavior, that behavior is reactive, not proactive.

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2. Silent Defense: Pinder and Harlos (2001) used the term inert silence to describe the deliberate removal based on fear of the consequences of their dialogue used. According to psychological safety in the workplace, this term is a fundamental precondition for talks. Based on Pinder and Harlos (2001) silent is defined as to conceal defensive ideas, information or opinions based on a form of self-defense fear.

3. Silent friendship: OCB literature comes to the discussion of humanitarian silence. Silence of friendship, is defined as the preservation of ideas, information or opinions related to work, with the aim of giving an advantage to other individuals or organizations based on friendship and Mshkarty motives. Such as citizenship behavior, silence altruistic is a deliberate and reactive behavior, which is focused on others. The silent treatment, is discretionary, and cannot be guided by the organization. As a defensive silence, silent type is based on knowledge, and according to the guidelines, and there is a conscious decision about keeping the ideas, and the opposite of silence defense, silence altruistic forms, by considering others, rather than fear of negative consequences, the Site (Beheshtifar, 2012).

Several factors - such as organizational justice - could be reduced to silence people. Saunders & have stated, justice is a framework that, through it, a sense of trust and distrust of staff, is the interpretation and perception completely. The main premise of organizational justice theories is that fair treatment is the principle axis, the people, and will determine their reactions to the decisions. Some experts have called the theory of equality, justice as a theory. It focuses on the equitable distribution of income among the people, to achieve a high level of motivation.

Homology theory, asserts that, people are constantly evaluating themselves in society, and in comparison with the others, if people feel they have been treated unfairly, they are motivated to establish justice, among themselves. Perceived injustice, has detrimental effects on the spirit of collective work, because it is overshadowed by that effort, manpower, and motivating employees. Injustice, and unfair distribution of outcomes, and organizational outcomes, weaken the morale of the employees, and could degrade the morale of them worked. Therefore, justice is the key to the survival and sustainability of the development and progress of the organization and its employees.

Thus, induction of morale and job zeal, associates, Consign real heart, to do, to be considered a target system, and factors such as the particular conditions of work, type of work, and other factors, such as reputation, appreciation of the work, satisfactory participation, decision making, job security, equal and fair opportunities for advancement are the main factors of motivation, and working progress. Justice organization also contains the following components: Procedural justice, interactional justice, and distributive justice. Injustice, and discrimination among individuals, leads to, discouraging people from being torn apart by the community. Injustice leads to employees silent. In this regard, it can be pointed to Pyndr and Harlvs (Pinder and Harlos, 2001), which confirmed the issue. in their review, found that procedural justice has an impact on employee silence.

Review of this research, it is important for the University, where the research is done in the country for the first time. Examining organizational justice at work is the fact that, in justice, employees feel the work environment, is a belief, based on that, how they are treated fairly. It is evident that organizational justice is considered as an important variable, which can be a plus, numerous positive outcomes, and lack of it can lead to abuse of organizational behavior, such as people silently. Also, due to the decline in silence employees, will result in the loss of their indifference to the work environment, and causing employees to be encouraged to provide the necessary guidelines and recommendations, and discuss the problems.

According to the practical value of research, and the importance of addressing this issue, the aim of this study was to investigate the relationship between organizational justices, employee silence, Kerman University of Medical Sciences. The research hypotheses are as follow:

1. There is a relationship between organizational justice and employee silence, Kerman University of Medical Sciences

1.1. There is a relationship between procedural justice, and silence employees, Kerman University of Medical Sciences

1.2. There is a relationship between distributive justice and silence employees, Kerman University of Medical Sciences

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1.3. There is a relationship between interactional justice and silence employees, Kerman University of Medical Sciences

MATERIALS AND METHODS

In this research, descriptive, correlational and cross-sectional methods were employed. Correlation method, in general, is one of the methods described. The method is to study changes in one or more factors, the effect of changing one or more factors. The population of this study is to include all employees of the Central Bureau of Medical Sciences, Kerman, to 400. To determine sample size, Cochran's formula was used, and 147 were selected (error 0.6). In this study, two questionnaires were used:

Organizational Justice Questionnaire, which is a standard questionnaire 19-question, which according to has three components: 1. procedural justice, 2. distributive justices, 3. interactional justice. Silence employees questionnaire is derived from the model and contains three components silent acceptance, silence, silence defensive and altruistic each component contains 5 questions. Each question has 5 options that range and point the question is, totally agree, fifth grade, I agree, grade 4, idea, point 3, Disagree, 2 scores, totally disagree, and point 1. In addition, questions about Demographic variables (gender, age, education and work experience) are designed at the beginning of the questionnaire.

Validity, content validity was used. Validity of organizational justice was estimated at 0.87 and validity in silence employees was estimated at 0.92. To evaluate the internal consistency test, several methods exist. In this study, Cronbach's alpha was used to evaluate the internal consistency test. Validity of organizational justice is 0.91, and the validity of Silence employees is 0.72.

For data analysis, Pearson and Spearman correlation were used. The topic of regression, multiple regressions was used to examine the relationship between the criterion variables and the predicted variables. For regression, backward method was used. Also to examine the relationships between predictor variables and the criterion, adjusted for other variables, is used, the partial correlation. The data analysis was performed using the software spss v. 22, and a significance level of 0.05 was considered.

RESULTS AND DISCUSSION

Results

Variable describing the components of the 147 people studied showed 53 (36.1%) men and 93 (63.3%) were female. In addition, 1 patient (0.7%) of those surveyed did not specify their gender. 13 (8.8 percent), the Diploma and lower than Diploma, 22 patients (15.0%) degree, 82 (55.8 percent) Associate Degree and 27 (18.4 percent) had a doctoral degree and Lyans.

In addition, 3 patients (2.0%) of the subjects did not indicate their education level. 22 (0.15%) 1 to 5 years, 27 patients (18.4%) 6 to 10 years, 21 patients (14.3%) 11 to 15 years, 29 patients (19.7%) 16 to 20 years, 23 patients (15.6%) 21 to 25 years and 21 patients (14.3 percent) were 26 to 30 years of work experience. In addition, 4 patients (2.7 percent) of those surveyed did not specify your work experience. 33 (22.4%) 20 to 30 years, 49 patients (33.3%) 31 to 40 years, 44 patients (29.9%) 41 to 50 years and 15 patients (10.2 percent) age 51 to 60 years. In addition, 6 patients (quarter percent) of those surveyed did not specify their age. 31 (21.1%) were single, and 111 patients (75.5 percent) were married. In addition, 5 patients (3.4 percent) of those surveyed did not indicate their marital status. Also, describe the variables are specified in Table 1.

Table 1: Amounts of descriptive parameters, about variations

Unanswered	Maximum	Minimize	Strain	Skewness	Mod	Median	SD		Mean	Variable
3	3.82	1	1.01	-0.74	2.71	2.66	0.58		2.60	employees Silence
0	5	1.11	-0.05	0.05	3.37	3.15	0.80		3.19	Organizational Justice

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Using Kolmogorov - Smirnov one-sample, the assumption of normality for the variables to be approved (0.05 <P). I.e. 0.95 confidences (at a significance level of 0.05) normal assumption is confirmed by the linear correlation test to evaluate the research hypotheses, Pearson and nonparametric Spearman correlation coefficient was used. To examine the relationship between perceived organizational justice and employee silence Pearson and Spearman correlation coefficients in Kerman University of Medical Sciences were used (continuous variable). The results of this test are given in Table 2. In addition, the minor premise is outlined in Table 3.

For backward regression method is applied. Regression results show that changing career fields most effective and the least impact on the organization rewards employees silent.

Table 2: Pearson and Spearman correlation coefficients between organizational justice and employee's silence

Type of Relationship	Relationship	Number	Significant (p-value)	The correlation coefficient	Pearson correlation
Inverse	yes	144	<0.001[**]	-0.422	Pearson
Inverse	yes	144	<0.001[**]	-0.444	Spearman

Table 3: Pearson and Spearman correlation matrix between components of organizational justice, and employee's silence

	Silence Staff						no
Type of Relationship	Relation	Number	Significant (p-value(	correlation coefficient	Pearson correlation	Institutional support component	
Inverse	Yes	144	<0.001[**]	-0.421	Pearson	Head Protection	1
Inverse	Yes	144	<0.001[**]	-0.414	Spearman		
Inverse	Yes	144	<0.001[**]	-0.538	Pearson	Equity	2
Inverse	Yes	144	<0.001[**]	-0.484	Spearman		
Inverse	Yes	144	<0.001[**]	-0.510	Pearson	Organizational rewards	3
Inverse	Yes	144	<0.001[**]	-0.526	Spearman		
Inverse	Yes	144	<0.001[**]	-0.520	Pearson	Career Fields	4
Inverse	Yes	144	<0.001[**]	-0.427	Spearman		

Discussion

Results showed that the average of the variable of, perceived organizational justice is moderate, but the average is below average variable organizational silence. Studies show that employees often have a tendency to be silent. Milliken *et al.,* (2003) have pointed out in this context that most employees tend to remain silent, to ensure their job security (Arhus, 2011). Also, Ryan and Aostrych found 70 percent of those surveyed prefer to remain silent in their organization (Slade, 2008). Traditional structures and bureaucracy in this country is also expected to staff individual and organizational reasons are less likely to offer suggestions, solutions and problems could express.

The findings showed that perceived organizational justice and employee silence in Kerman University of Medical Sciences is an inverse relationship.

Perceived organizational justice structure for supporting various aspects of the employees affected by among the measures that suit the needs of employees, employee recognition refers to the capabilities and activities (Eizenberger and Percived, 1986), perceived organizational justice, the combination of institutional support, supervisor support and peer support is (Blau, 1998). This feature can make the employee's attitude loyal and committed towards their organization and in the event of problems and solutions to meet the information needs to be provided. In this context we examine. Tucker *et al.,* (2008) noted. In their review, they found that perceived organizational justice and employee safety and non-

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silenced (or Voice staff) is connected. The higher the perceived organizational justice, employees will be less than the amount of silence. Therefore, we expect that the emphasis on supervisor support, fairness, rewarding career in the areas of corporate and university employees to reduce the amount of silence.

The limitations of this study include: the inherent limitations of questionnaire respondents accurately reflects the attitude of not causing hence, reduced perceptions errors (eg, halo error, error of central tendency and fault tolerance) while completing the questionnaire through education people can justify these restrictions are somewhat reduced. Too few studies have been conducted in employees silence who are required fields this is a common problem in many organizations is getting more attention and more research should be done in this area. Carelessness of the staff to answer some of the questions can be caused there to be problems, People who need more time to complete the questionnaires should be transparent and be justified the results of these studies can be effective in reducing the burden of their work.

Conclusion

The overall conclusion indicates a decline in employees silence and eliminate undesirable behavior can cause employees to operate efficiently, this course focuses on the principles of respect and encourages employees to discuss organizational issues and present ideas and positive ideas and also recognize the problems. Positive factors can contribute to this negative behavior, perceived organizational justice.

Organizational justice on an individual level, increased job satisfaction and motivation of individuals and organizations can apply job experience and increase the level of job commitment and sense of responsibility and adherence to the organization. As a result, turnover, absenteeism, and reduced organizational costs and performance increases employee productivity and efficiency and employees' positive attitude to the job they are as members of the organization are valued for their jobs. Finally, the increase in perceived organizational justice, employees and better prepared for their job-related tasks increases, in the event of problems with the enthusiasm of all the staff to provide solutions and new ideas. So, with the emphasis on perceive organizational justice in Kerman University of Medical Sciences in silence employee's amount to be considerably reduced. The silence is recommended to reduce staff in the workplace, positive organizational behavior, such as attention to perceived organizational justice. This is important due to the acquisition parameters: 1. Supported by the supervisor regarding employee welfare, supporting the goals and values of employees, review individual complaints, the value of employee involvement to improve performance, reduce turnover, value Comments allowed for employees, employees' internal motivation for positive action; 2. fairness of justice when employees admit their mistake, not substitute another person with your employee when the employee acknowledge their mistake, fairness in the distribution of resources, equity also avoid any discrimination, 3. rewarding enterprise through employees understand the extra effort, not to replace the person doing the job with a lower salary to its employees, strives to enhance the ability of staff to suit the needs of employees, salary increases proportional get more profit, pay based on merit, recognized the efforts of employees, employee reward success, and 4. areas by creating suitable employment, job promotion, respond to reasonable requests of staff changes in working conditions, appointment of staff if you delete a post on the current post, responsibilities assigned to the desired shape by the employee. Finally, it is recommended that universities provide measures to reduce organizational silence and encourage individuals to discuss various issues, problems, and provide solutions and suggestions for solving problems as a factor for individual and organizational objectives walk.

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