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THE INVESTIGATE EFFECT OF PERCEIVED ORGANIZATIONAL JUSTICE ON ORGANIZATIONAL PERFORMANCE (CASE STUDY: EMPLOYEES OF MEDICAL SCIENCES ON YASOUJ)

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ABSTRACT

Organizational justice is a key factor associated with the success of every organization. In order to keep employees satisfied, committed, and loyal to the organization, the organization needs to be fair in its system regarding distributive justice, procedural justice, and interactional justice. This research examined the role of organizational justice on organizational performance. The aim of the study were effect of perceived organizational justice and three dimension comprise distributive justice, procedural justice, and interactional justice on organizational performance in employees of medical sciences on Yasouj. The population of the study comprises employees of medical sciences on Yasouj city. The instrument of data collection in this research is standard questionnaire. Number of 220 questionnaire distributed and totally 210 questionnaires analyzed. Samples were also selected with method of Available random. To analyze data and test hypotheses was used Spss software. The results indicate that perceived organizational justice and three dimension have a positive and significant impact in organizational performance.

Keywords: *Investigate, Justice, Perceived Organizational*

INTRODUCTION

In modern world, knowing the exhaustive role of companies in the human's social life, the role of justice in the organizations has been can easily see more and more. At the present time, organizations play as a mirror in society, and organizational justice establishment in them is as the establishment of justice in the society. thus, organizational justice has been widely studied in the majors of organizational behavior, psychology and management (Parker and Kohlmeyer, 2005).

Based on those prior research, there is a relationship between organization justice, job loyalty, and performance in work. This association becomes main due to the difficult and intensified rivalry has made the human resources as the passport of any organization's survival. Human resource is the underlying variable for innovation and sensitivity barometer to the work change. From this point of view, it is main to get valid and new information of the relationship between those three factors (organization justice and three variables include distributive justice, procedural justice, and interactional justice and work performance).

Organizational Justice

According to Robbins and Judge (2007), understanding is a process by which persons organize and interpret their sensory impressions in order to give meaning to their outside. In reality, the goals often change and differ from one's perception due to every man has various thought and behavior.

The American College Personnel Association (1993) regards promotion of justice as one amongst five important ethical principles that should manage the behavior of staffs in corporations. The increasing-concern of most staffs in many organizations today is the fairness at organizations and work, which is known so as the organizational justice (Byrne and Cropanzano, 2001). This subject, especially, related to the performance appraisal fairness and what is behind the various performance point of each staff receives. The subject of fairness is important to good performance and most every phase of work management. staffs will act to restore equity if they perceive an imbalance and inequity. In evaluating the fairness of their performance appraisal, staffs will balance inputs comprise work effort, skills against outcomes include pay, privileges.

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Organizational justice reflects the domain to which staffs perceive that they are conducted fairly at job. Fairness is an main aspect of work and life and renowned psychologists like Festinger (1957) and Stacy (1963) also hold that motivation is variables of fairness in social exchanges. Organizational justice is an main component and predictor of prosperous organizations. Organization that is fair and just in its interactions, policies, procedures, and distribution ways, staffs of that organization give better response to the work and organization (in terms of their productivity and positive behaviors). Enhancing organizational justice concluded in improved results from staffs. Managers should take measurements to improve staffs job loyalty and organizational performance so to decrease staffs turnover intension with the help of distributive and procedural and interactional justice (Elanain, 2009).

- **Distributive justice:** concern staffs perceptions of the fairness of the distribution of resources between people in organisations (Greenberg *et al.*, 2003). Its also refers to the perceived fairness of the level of compensation staff receive (Folger *et al.*, 1989). distributive justice concentrates on the fairness of the evaluations received relative to the job performed (Greenberg, 1986). Distributive justice is concerned with the reality that not all staffs are treated similar and equal; the allocation of result is differentiated in workplace (Cropanzano *et al.*, 2007).

- **procedural justice:** Procedural justice refers to the perceived fairness and the transparency in the decision making process followed in resource allocation or argues resolution. Cropanzano and colleagues (2002) argued that, although procedural justice and interactional justice are defferent constructs, they are closely correlated. procedural justice perspective concentrates on the fairness of the assessment procedures used to determine ratings (Greenberg, 1986).

- **interactional justice:** in interational justice the study goes beyond decision results and formal decision-making procedures to show that staffs also react to their perceptions regarding the social sensitivity of the interpersonal conduct they receive from managers and decision makers (Bies and Moag, 1986).

Organizational Performance

In highly competitive environment, universalize businesses must strive to identify elements that effect the staffs performance, staffs job performance and satisfaction are considered main variables that can influence the performance in organization. There are many methods to measure a organizations performance with scales changing among research issues. As a principle, financial scales measure the financial performance, which is a tool to assess how well a company fares (Gasbarro and Zumwalt, 2002). Venkartrama and colleagues (1986) presented corporate performance scales in three categories:

- (1) financial performance: return on investment and sales growth;
- (2) operating performance: market share, value added ratio product quality, and attractiveness of new products
- (3) staff morale, organizational effectiveness and etc.

Previous research on justice were pessimistic about job performance. Without considering the relationship between justice and job performance, it is impracticable to recognize why fair dealing can have optimistic job related conclusions (Lind *et al.*, 1988).

Organizational Justice and Organizational Performance: a Literature

Nasordin (2007) in a research called organizational justice and the history of the professional performance find that the distributional justice itself has a main and positive relation with duty function, on the other hand, it is alone in procedural justice that there is a main and positive relationship related to the negative performance. Aryee and Budhwar (2004) in a article called the interchange of justice and staffs performance; studying the relationship between the organizational policies and procedural justice where the effect of procedural justice on the staffs performance has been searched, the conclusions indicated that procedural justice is related to the duty function and context function. Tang (2008) find that leadership styles, organizational justice and locus of control all exert a main and positive effect on self-efficacy and organizational performance, comprise their sub-perspectives. Besides, Wei (2010) also mentioned that organizational justice has a significantly positive and main effect on the organizational performance of small and medium organisations.

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In against, the relationship between interpersonal justice and task performance has received relatively mixed support, with some researches supporting a positive relationship (Cropanzano *et al.*, 2002; Ramaswami and Singh, 2003; Rupp and Cropanzano, 2002) and others failing to demonstrate a positive effect (Colquitt *et al.*, 2006; Kickul *et al.*, 2002; Weaver and Conlon, 2003).

Some research articles exhibited that insignificant association exists between interpersonal justice and work performance (Colquitt *et al.*, 2006) whereas some articles yielded main relationship between work performance and interpersonal justice (Ramaswami *et al.*, 2003).

Objectives of the Study

The objectives of this study are in line with the hypotheses formulated which are as follows:

1. To determine the main and interactive effect of organizational justice on organizational performance.
2. To determine the main and interactive effect of procedural justice on organizational performance.
3. To determine the main and interactive effect of distributive justice on organizational performance.
4. To determine the main and interactive effect of interactional justice on organizational performance.

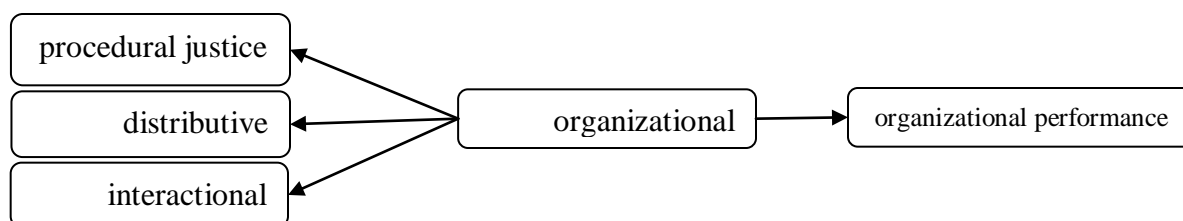


Figure 1: Conceptual model

Research Hypotheses

the first hypotheses: there is a significant relation between organizational justice and organizational performance.

the second hypotheses: there is a significant relation between procedural justice and organizational performance.

the first hypotheses: there is a significant relation between distributive justice and organizational performance.

the fourth hypotheses: there is a significant relation between interactional justice and organizational performance.

MATERIALS AND METHODS

Methodology

The current research using a descriptive-correlative method. The subjects are chosen among the employees of medical sciences on yasuj in iran. Data collection is done through random sampling. First, a group of 30 persons were selected from the subjects and the questionnaire distributed among them. After extracting the data from the responses of the intended group and the variance estimate, the volume of the sample of the study was drawn by using cookran formula. 210 employees were selected randomly as the subjects of the study. In this study, questionnaire was used as a data collection tool.

The validity of its content was ensured by using the expert viewpoints and consensus. The internal reliability of the items was verified by computing the Cronbach's alpha. Nunnally suggested that a minimum Cronbach's alpha of 0.7 sufficed for stage of search. The Cronbach alpha estimated for organizational justice was 0.89. As the Cronbach's alpha in this research were all much higher 0.7, the constructs were therefore deemed to have adequate reliability. In table 1 our research the reliability of the items is checked through Cronbach's alpha which shows that our research variables are reliable and there exists internal consistency between them.

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Table 1: Reliability coefficient of research variables related to given hypotheses

Feature	Number of Questions	Cronbach's Alpha Coefficient
organizational justice	12	0.89
procedural justice	4	0.94
distributive justice	4	.71
interactional justice	4	.84

Structural relationships in the conceptual model were tested with AMOS. The maximum likelihood fitting function was used to estimated parameters. Overall, the model fits the data reasonably well. Thus, we could proceed to examine the path coefficients of the structural model.

Table 2: Results of the best fitting model

Index	RMSEA	CFI	TLI
Acceptable value	Less than .6 or .8	Between zero and one	Between zero and one
Amount	.066	.913	.69

the first hypotheses: there is a significant relation between organizational justice and organizational performance.

Table 3: First hypothesis

Hypothesis	Independent variable	Dependent variable	R-square	t	Sig	Result
1	organizational justice	organizational performance	0/284	8.159	.000	Accepted

As shown in table 3, since observed value is equal to P-value and 0.000 is less than Sig level ($\alpha=0.5$), so there is a relationship between organizational justice and organizational performance among employees of medical sciences on Yasouj with 95% confidence.

the second hypotheses: there is a significant relation between procedural justice and organizational performance.

Table 4: Second hypotheses

Hypothesis	Independent variable	Dependent variable	R-square	Sig	t	Result
2	procedural justice	organizational performance	0/396	.000	10.516	Accepted

As it is obvious in table 3, since observed value is equal to P-value and 0.000 is less than Sig level ($\alpha=0.5$), so there is a relationship between procedural justice and organizational performance employees of medical sciences on Yasouj with 95% confidence.

the hypotheses three: there is a significant relation between distributive justice and organizational performance.

Table 5: Hypotheses three

Hypothesis	Independent variable	Dependent variable	R-square	Sig	t	Result
3	distributive justice	organizational performance	0/242	.000	7.328	Accepted

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As it is shown in table 5, since observed value is equal to P-value and 0.000 is less than Sig level ($\alpha=0.5$), so there is a relationship between distributive justice and organizational performance among employees of medical sciences on Yasouj with 95% confidence.

the fourth hypotheses: there is a significant relation between interactional justice and organizational performance.

Table 6: Fourth hypotheses

Hypothesis	Independent variable	Dependent variable	R-square	Sig	t	Result
4	interactional justice	organizational performance	0/066	.001	3.452	Accepted

According to results of table 6, since observed value is equal to P-value and 0.000 is less than Sig level ($\alpha=0.5$), so there is a relationship between interactional justice and organizational performance among employees of medical sciences on Yasouj with 95% confidence.

Conclusion

The goals of the article were investigate effect of perceived organizational justice and three dimension comprise distributive justice, procedural justice, and interactional justice on organizational performance in employees of medical sciences on Yasouj. Present research results indicated that: 1) there is a significant relation between organizational justice and organizational performance, 2) there is a significant relation between interactional justice and organizational performance, 3) there is a significant relation between distributive justice and organizational performance, 4) there is a significant relation between interactional justice and organizational performance. Organization should have to adopt and implement fairly practices in any job, work and organizations. Through fairly practices, staffs perform better and the overall organizational productivity, efficiently, effectiveness and performance can be increased. It is important to build up such an atmosphere where staffs are well motivated and satisfied. This article study strongly suggests that organizational justice procedures must exist within the organizational atmosphere. In this way, staffs will become more motivated and perform better and increase organizational performance.

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