

Research Article

AN INVESTIGATION INTO THE IMPACT OF ORGANIZATIONAL JUSTICE AND SOCIAL CAPITAL ON ORGANIZATIONAL PERFORMANCE IN TEHRAN DEPARTMENT OF EDUCATION AS A CASE STUDY ORGANIZATION

Ladan Mazrouei Rad¹ and *HoseinAli Bahramzadeh²

¹*Department of Educational Management, Golestan Science and Research Branch, Islamic Azad University, Gorgan, Iran*

²*Department of Educational Management, Gorgan Branch, Islamic Azad University, Gorgan, Iran*

**Author for Correspondence*

ABSTRACT

Managers and those who can establish social capital within an organization have paved the way to occupational and organizational success. Social capital and organizational justice are suitable grounds for productivity of human, physical capital and a way for success and improvement of organization performance. The purpose of this research is to study the impact of organizational justice and social capital on organizational performance in Tehran department of education. By studying the previous researches about the research background and also library studying and technical researches, organizational justice and social capital and the performance of initial indicators have been obtained. After that two questionnaires for study organizational performance and social capital and Nihov and Mooreman questionnaire for organizational justice have been designed. Then, these questionnaires have distributed among 120 employees and experts. For doing the descriptive statistics SPSS software and for determining the effectiveness, correlation test have been used. At the end, multivariate regression has been used stepwise to study the amount of each independent variable impact on dependent variable.

Keywords: *Organizational Justice, Social Capital, Organization Performance, Tehran Department of Education*

INTRODUCTION

Fair behavior is what expected by the employees regarding to investing their lifetime and capabilities for an organization. In recent decade, high attention to justice as an important structure and a researching field in industrial and organizational psychology has been focused. Organizational justice refers to fair and ethical behavior within an organization. Just behaviors toward individuals increase their commitment and multiply their volunteer attempts for achieving the objectives. Generally, justice causes individuals' solidarity and injustice is the reason of separation and concision among individuals (Abaspoor, 1997). Based on more researches it seems organizational justice is one of the determining job consequences like satisfaction, organizational commitment and organizational citizen behavior that it is effective on organization performance (Madhu and Krishnan, 2005). But what is certain in organizations is the approach of each one of above definitions regarding to organization contingency like management performance, structure and organizational culture and environmental factors related to each organization and the existing changes are variable, on this basis, this research is considering to determine such amounts and their effects to use the results of the research in organizational decision making for organizational development. Organizational justice refers to employee's perception about occupational justice and fair behaviors. Justice is one of the most important effective factors on organization survival and their health protection in long term, justice is one of the fundamental obligations of organizational behavior. Since justice causes increase of sense of belonging, loyalty, individual confidence within organization, and increases human and social capital and organization performance (Wendy, 2003).

The Statement of the Problem

Social capital is defined as a capability of activists for obtaining and keeping resources by joining in social networks, social capital is defined as a set of determined norms or unofficial values that the group

Research Article

members who their cooperation is permitted are taking part (Alvani, 2001). The impact of social capital in development of organizational knowledge and learning convert the organizations to knowledge-based organizations and direct them to become learning organizations (Yaghoobi, 2009).

On the other hand, one of the effective factors on organization performance is organizational justice. Organizational justice refers to employee's perception about being fair and occupational just behaviors. Justice is one of the most important effective factors on organization survival and health protection in long term (Wendy, 2003).

In department of education regarding to new strategies of human resources change in organization and the change in organization structures by the approach of organization performance increase two issues of organizational justice and social capital have been considered to determine the impact of each one on the performance considering by managers and experts I addition to identifying the effective factors to provide better plan to achieve them. Social capital is set of existing norms in social systems that causes the promotion of the members' cooperation level and causes the decrease of costs of exchange and communications. This topic in many economic issues indicates the impotence of structures role and social relations on economic variables. Social capital and organizational justice are suitable grounds for productivity of human, physical capital and a way for success and improvement of organization performance. The managers and those who can establish social capital within an organization have paved their way to occupational and organizational success. Social capital is the result of actual and potential resources accumulation that are emerged in a stable network of relations among the individuals that are the members and are reflecting in interpersonal relations (Bordieu, 2007).

This research studies the impact of social capital and organizational justice while during the recent decade, high attention to justice as an important structure and a researching field in industrial and organizational psychology has been focused. Organizational justice refers to fair and ethical behavior within an organization. Organizational justice is one of the determining factors of occupational consequences, organizational commitment and organizational citizen behavior is effective on organization performance (Madhu, 2005).

Principals of Organizational Justice

The principle of fairness: what the individuals receive from organization is commensurate with the extent of their participation

The principle of commenting: participation in decision making promotes fairness and justice.

The principle of interpersonal justice: Passionate and respectful behavior promotes fairness and justice.

The principle of stability: stable behavior of a leader is one of the requirements that employees expect to accept his fairness. Stable behavior is not equal behaviors in all situations, but also it refers to use specific behaviors in their specific situations.

The principle of egalitarian: in decision making, one must not consider his personal interests. To behave equally with all the people is not justice. Different individuals are having different needs and talents therefore; behaving them equally is not fairness.

The principle of correction: wrong and weak decision must be modified. Correction requires to consider feedback and tending to change the bad decisions.

The principle of validity/integrity: decisions shall be based on correct information. The principle of validity increases the sense of justice through adoption of decisions based on evidences.

The principle of representativeness: decision shall consider and fulfill the interests of different parts. The decisions that are effective based on the opinions of individuals are referring to representativeness principle.

Ethical principle: this principle is following the dominant ethical standards. Honesty, genuineness, sincerity, fairness, trustworthiness and esteem are the common ethical standards that must direct the behaviors in organizational decision makings (Kim, 2008).

Social Capital

Nowadays beside human and economic capitals, there is another capital called social capital which has been considered. Social capital or the spiritual aspect of a community is a historical heritage that can

Research Article

resolve existing problems within the community by encouraging individuals to cooperate and participate in social interactions and to make possible the move to economic, political, cultural and ... fast growth and development. In fact, social capital can be considered as a part of national wealth beside economic and human capitals that has been considered as a suitable ground for productivity of human and physical capital (materialistic) and a way to success. Without social capital, no community will achieve no capital such that many groups, organizations and human communities became success without economic capital and only by relying on human and social capital, but no human community without social capital cannot do useful and purposeful actions (Nikoomaram *et al.*, 2008). The structural aspect of social capital in relation with structure and managerial processes like reply, like managers and leaders toward different operations, the clarity in decision making that is related to teamwork and the pattern of big companies and the organizational internal relations. Quality aspects of social capital in connection with phenomena like values, approaches, the participation reliabilities and organizational confidence that include the nature of relations within the organization (Bolino, 2002).

Dimensions of Organizational Social Capital

Nahapiet and Goshal (1998) by an organizational approach put the different aspects of social capital in three dimensions of structural, cognitive and relative. The structural aspect embraces the networks that the norms and the beliefs are creating in it. The cognitive behavior is related to norms and defines the mutual rules of the game that the cooperation is formed based on it and finally communicational aspects are consisting of forming the motivational factors in networks that are reinforced by mentioned norms (Smedlund, 2008).

Structural Aspect

Structural aspect of social capital refers to general model of interpersonal communications, it means that whom and how the individuals are accessing to. the most important aspect of this element includes; the network relationships among individuals; configuration of network relationships and organization are suitable. Network relationships: the main recommendation of social capital theory is that network relationships provide the possibility of accessing to resources (like knowledge). Social relations are establishers of informational channels that decrease the time and investment for information collection. The configuration of network relations: general configuration of network relations forms important aspect of social capital that can impact the development of intellectual capital. As a sample; there features of network structure; density, link and all hierarchy through the impact on contact or the possibility of network members access cause the flexibility and facilitating data transfer. As a sample, Bert says that dispersed network with very few contacts is providing more data advantages. Dense network because of being the provider of different data is less dispersed by such cost is an inefficient network that the weak links limit us to transfer knowledge.

Suitable organization: the established social capital of relations and attachments, norms and confidence in a specific environment usually can be transferred from a social environment to another and therefore influences on social models. Suitable social organizations can provide a potential network of access to individuals and their resources including information and knowledge and through cognitive and relational aspects of social capital may guarantee motivation and capability for exchange. But, these organizations may also block such exchange. The research of Nahapiet (1998) indicates that how the current activities of the organizations may separate organizational groups instead of coordinating them, or instead of establishing learning capability limit their thought capital.

Cognitive Aspect

The cognitive aspect of social capital refers to the resources that are the providers of Symbols, interpretations and shared meaning systems among the groups. Smedlund (2008) the most important aspect of such dimension includes; language and shared codes and mutual fables that are explained below:

Language and shared codes: according to different reasons mutual language impacts on the the combination and knowledge exchange. First, language has a direct and important use in social relations, since it is a tool that people are communicating through, exchange their information and they do

Research Article

commercial affairs in society. Second, language influences on our perception. Codes also provide a reference framework for observation and our interpretations from environment. Third, mutual language increase the possibility of information combination. Shared fables in addition to language and shared codes, also the researchers believe that Myths, stories and metaphors are the elements providing powerfulness in communities for establishing, exchange and maintaining the rich conceptual collections. How the fables facilitate the exchange of hidden experience among the experts. Therefore, the emergence of mutual fables within a community causes the creation and transference of new interpretations about events and facilitates the combination of different forms of knowledge that generally are hidden.

The Relational Aspect

The relational aspect of social capital describes a kind of personal relations that individuals are having with each other for the sake of their interaction experience. The most important aspect of such dimension include; confidence, norms, requirements, expectations, and identity. Smedlund (2008) confidence: the researches indicate where the relations based on confidence are at high level the individual are highly tending to social exchange and cooperative interaction. Mistall (1996) declared “confidence is the supplier of communications and talks” Benits also mentioned that confidence can facilitate the establishment of intellectual capital. Boosuit also emphasizes on the importance of confidence among individuals for establishing knowledge in ambiguity and uncertainty situations. Norms: cooperative norms can create strong foundation for establishment of knowledge capital. For instance Starbk reminds the importance of social norms of honesty and teamwork as the key features of knowledge-based companies. Interactive norms that their importance is indicated in establishment of intellectual capital are: tendency to valuating and responding to diversity, critical morale and failure tolerance.

The requirement and expectations: requirements indicate a commitment or a duty for doing an activity in future. Nahapiet and Gushall (1998) about the establishment of intellectual capital declare that the requirements and expectations probably impact on the access and motivation of individuals and groups for exchanging and knowledge combination. Identity: identity is a process that the people feels that they are the member of a group with another individual or a group of individuals. Kramer et al found out that the feeling of being similar with a group increases the worries about the processes and collective results, and therefore the probability of information exchange opportunity will increase. Lowisky and Bioniek in their research have indicated that group identity only may increase the information exchange opportunities, also may increase the actual abundance of cooperation among the members, versus it may occur also when the groups are having distinguished and contrary identities. Creating major obstacles against sharing information, learning and knowledge creation (Mashbaki *et al.*, 2006).

Performance of the Organization

Organization is a social entity that has purpose and system doing specific activities due to having a conscious structure and has known borders. For accomplishment of the purposes of each organization the manpower of the organization plays an important role. Concluding the duties of an organization is on its manpower and the performance of such individuals, it is the same organization performance. The performance of each organization is a function of the performance of its human resources. Being interested in interaction, efficient and effectiveness of manpower with resources, facilities and the available technologies are playing fundamental role in fulfilling the purposes and the execution of organization operation. The organizations that are managing optimally the performance of their human capital will achieve the organizational development. In fact, organizations have the capacity of growth and development that are permanently developing their employee’s performance and for meeting such goal they have to promote the profession competencies of their employees. In case of change and current variable the organizations in order to obtain more efficiency and effectiveness and eventually obtaining their determined goals have to adequately consider the human resources. Maybe more than anything it is the attitude of the individuals that influences the efficiency and their performance (Sharifzadeh, 2009).

Research Hypothesis

There is a relationship between distributional justice and the performance of Tehran’s education department.

Research Article

There is a relationship between Procedural justice and the performance of Tehran's education department.
There is a relationship between Interactional justice and the performance of Tehran's education department

There is a relationship between Structural dimensions of social capital and the performance of Tehran's education department.

There is a relationship between cognitive dimension of social capital and the performance of Tehran's education department.

There is a relationship between relational dimension of social capital and the performance of Tehran's education department.

MATERIALS AND METHODS

Research Methodology

This research is practical based on purpose, since it is studying the relation among organizational justice, social capital and organization performance of Tehran department of education as a case study. On the other hand this research is descriptive-survey in terms of nature. Descriptive research describes what actually is. Including description, recording, and analysis and change of current situation and it is a survey since the researchers are using questionnaires for exploring the beliefs, attitudes, perceptions and required individuals' experiences.

Population, Statistical Population and Sampling Method

The statistical population of this research is the population of experts and senior staffs of the organization. The size of sampling has been obtained 120 people based on Cochran formula.

Instrument and Data Collection

In this research, for required data collection in order to find the answers of main and secondary questions of the research we have use initial references (questionnaire for gaining the consumers' views) and secondary references (books, published articles, reports, and available documents in this field and internet references).

Hypothesis Testing

First step: based on below table (1) the first predicting variable of organization performance in department of education which has entered into regression equation is interactive justice variable that explains about 90/1% of organization performance variance in department of education. The Beta coefficient of this variable is 0/901 that is indicating the direct relation between these two variables.

Second step: in second step, procedural justice variable has been entered into regression equation and about 96/3% dependent variable is explained. By entering such variable about 6/2% the prediction power is increased. The Beta coefficient of this variable is 0.431 that indicates the direct relation between these two variables.

Third step: in third step, distributive justice variable has been entered into regression equation and about 98/1% dependent variable is explained. By entering such variable about 1/8% the prediction power is increased. The Beta coefficient of this variable is 0.239 that indicates the direct relation between these two variables.

Fourth step: in fourth step, structural dimensions of social capital have been entered into regression equation and about 98/4% dependent variable is explained. By entering such variable about 0/3% the prediction power is increased. The Beta coefficient of this variable is 0.097 that indicates the direct relation between these two variables.

Fifth step: in fifth step, cognitive dimensions of social capital have been entered into regression equation and about 98/6% dependent variable is explained. By entering such variable about 0/2% the prediction power is increased. The Beta coefficient of this variable is 0.077 that indicates the direct relation between these two variables.

Research Article

Table 1: Results of the research based on hypotheses

Row	Predicted Values	Sig. F	F	Sig.T	T	β	ADJ.R2	R
1	Interactional justice	0.000	509.65	0.000	4.261	0.901	0.810	0.901
2	Procedural justice	0.000	742.99	0.000	5.374	0.431	0.926	0.963
3	Distributional justice	0.000	967.51	0.000	4.193	0.239	0.961	0.981
4	structural dimensions of social capital	0.000	860.66	0.000	6.716	0.097	0.967	0.984
5	Cognitive dimensions of social capital	0.000	771.78	0.000	13.578	0.077	0.970	0.986

Examine the Hypotheses

There is a relationship between distributional justice and the performance of Tehran’s education department.

It considers the way of responding of individuals about the interferes and unfair behaviors of managers in distribution of facilities and bonuses in organizations and indicates the positive relations with performance that if the managers behave more appropriate with their employees organization performance of the employees will increase and such significance is possible by training the senior managers and organization leaders.

There is a relationship between Procedural justice and the performance of Tehran’s education department.

Procedural justice refers to the fairness being of used methods for decision making about the way of distribution of facilities and resources. In this research this hypothesis has been approved and indicates that if the employees participate more in scopes of organization decision makings they show better performance.

There is a relationship between Interactional justice and the performance of Tehran’s education department.

It refers to the fair contact that is announced about one employee in form of submitted official methods. This hypothesis is approved in organization and for its improvement we must establish major changes in unit of human resources and its procedures.

There is a relationship between Structural dimensions of social capital and the performance of Tehran’s education department.

It refers to the general model of communications among individuals, it means, the individuals are having access to whom and how. In order to improve this mode that has been concluded from the results, the establishment of an internal organization culture and converting smoked-shaped structures of organization to flat can help such improvement.

There is a relationship between cognitive dimension of social capital and the performance of Tehran’s education department.

The cognitive dimension of social capital refers to resources that are the providers of symbols, interpretations and mutual concept systems among the groups. The results indicate that the establishment of symbols and organization internal regulations cause the improvement of performance and intergroup consistency.

There is a relationship between relational dimension of social capital and the performance of Tehran’s education department.

When the organizations are investing social capital by motivating managers to establish a supportive internal culture causes that the employees feel a stronger sense of commitment toward the company. Therefore by increasing investment in social capital the organizational commitment increase. Regarding to that department of education is a service organization and the organizational commitment in doing the related affairs delegated to personnel causes the general satisfaction of citizens for the services and regarding to the extent of services in city, investment in social capital in field of manpower that is the biggest investment of the organization causes the increase of personnel reliability in doing objectives and

Research Article

missions of the organization. When employees are working in a office environment with a specific organizational culture that have matched themselves with group expectations and organizational teams and behavioral standards and the organization management can affect the employees reliabilities for the quality of services within its behavior that cause the increase of organizational investment in social capital, the reliability on quality of services will increase.

This research like other researches and studies has faced with some limitations.

1. Some of the tested individuals didn't believe in such tasks and for this reason absorption of them for an effective cooperation were a hard.
2. Some of the individuals were worry about their personal information
3. Due to the time limitation, these data have been analyzed in limited time.
4. The internal variables (organizational structure, leadership, organization culture) and external (like political, economic, cultural and social factors) uncontrollable variables were obstacles in this study.
5. Due to time limit, all the organization employees have not been surveyed.
6. The lack of accessible scientific references

There are very few scientific references (at least in Farsi language) in this field that are directly related to the research topic. For this reason, I had to use foreign language references that it has its own difficulties of time limitation of university's internet, correct translation to Farsi.

7. Lack of similar study in this field

Despite hard efforts of the researcher due to finding a research that has mentioned such issue directly, he couldn't find it.

8. Lack of adequate budget for doing and research progress

Any researching work in its different levels requires some costs that undoubtedly students' researches due to specific status of the researcher are not exception.

Conclusion

Following items are provided to improve available situation based on obtained results

Main Hypotheses

There is a relationship between organizational justice and the performance of Tehran's education department.

1. Pay special attention to informal relationships in organization in order to reinforce the cooperation and progress of organizational objectives: in a virtual space, individuals' social capital shall be measured even before their entrance to the organization.
2. In order to establish inter-organizational relations and participation of the employees in organizational decision makings. Necessary planning has been done: provide the infrastructures. Also based on the needs of employees, human resources department shall perform based on necessity strategies changes.

There is a relationship between social capital and the performance of Tehran's education department.

1. Planning for enrichment social and organizational culture: organizational management regarding to leadership role can cause reinforcement of indicators such as the sense of group identity and mutual organizational, the sense of belonging to mutual future, participation, interpersonal and intergroup confidence and similar items. About this the managers of the organizations by establishing participative systems, holding celebrations and general sessions for employees, mental support for employees and playing appropriate leadership role can step forward in enriching the organizational culture.
2. Encouragement and forming groups and professional and technical communities in organization: encouraging establishing end reinforce the social entities is one of the structural solutions for increasing social capital. The individuals in form of social entities gain mutual identity and reinforce the group cooperation in them. Establishment of such entities at organizational levels is also possible, forming groups and professional and technical communities in organizations, by voluntary participation of experts and specialists can cause the increase of social capital within organizations.
3. Establishing recreation and tourism programs in order to increase the face to face relations

Research Article

4. Using of recruitment procedures that the skill of the individuals has not only been considered, but also consider the sociability of the individual, it means the capability of the individuals to communicate with others and the interest of the individual in teamwork.
5. Try to fulfill the physiological, safety and security of the individuals from the organization to let the individuals to respect themselves and each to self-actualization based on the Maslow hierarchical needs

REFERENCES

- Abaspour A (2007)**. Investigating the effect of Human resource practices on organizational citizenship behavior, *Master's thesis, field of Public Administration, Faculty Management Tehran University*.
- Alvani SM, Nategh T and Gharahi M (2007)**. The role of social capital in the development of Enterprise Knowledge Management. *Journal of Management Science* 2(5) 112-123.
- Bolino MC, William H, Turneley M and James M (2002)**. Citizenship behavior and creation of social capital in organization. *Academy of Management Review* 27(4) 505-522.
- Chiu CM, Huang HY and Chia-Hui Y (2010)**. Antecedents of trust in online auctions. *Electronic Commerce Research and Applications* 9 148-159.
- Colquitt JA (2001)**. On the dimensionality of organizational justice: A construct validation of a measure. *Journal of Applied Psychology* 86(3) 386-400.
- Cropanzano R, Bowen DE and Gilliland SW (2007)**. The Management of Organizational Justice. *Academy of Management Perspectives* 25 199-208.
- Elovainio M, Kivimaki M and Helkama K (2001)**. Organizational justice evaluations, job control, and occupational strain. *Journal of Applied Psychology* 86 418-424.
- Fields D, Pang M and Chiu C (2001)**. Distributive and procedural justice as predictors of employee outcomes in Hong Kong. *Journal of Organization Behavior* 21 574-562.
- Firuzjaye M (2006)**. Investigating the relationship between organizational justice and technological services, *MS Thesis, Faculty of Accounting and Management University of Allameh*.
- Ghanbari MS and Hejari N (2013)**. The relationship between perceived organizational justice and job satisfaction and organizational commitment of teachers in governmental High Schools in Hamadan. *Journal of Occupational and Organizational Consulting* 5 114-132.
- Kim T, Kim WG and Kim HB (2008)**. The effects of perceived justice on recovery satisfaction, trust, word-of-mouth, and revisit intention in upscale hotels. *Tourism Management* 9 1-12.
- Madhu B and Krishnan VR (2005)**. Impact of transformational leadership and Karma – Yoga on organizational citizenship behavior. *Journal of Management and Research* 9 1-20.
- Moshabakki A and Ghelichlee B (2006)**. The role of social capital in the creation of intellectual capital (the two companies Iranian automobile making companies). *Journal of Management Knowledge* 19(1) 24-39.
- Nahapiet J and Ghoshal S (1998)**. Social Capital, Intellectual capital & the organizational advantage. *Academy of Management Review* 23(2) 242-260.
- Nikoomaram H, Tolouei Eshlaghi A and Kaavousi I (2008)**. *Social Capital*, first edition. Islamic Azad University, Science and Research 3 97-126.
- Pirbordive (2007)**. *Foundations of Social Capital*, translated by Asadpour Mohsen (Tehran, Andishe publication).
- Pour Ezzat AA (2008)**. *Coordination of Government Right based in the Light of Imam Ali's Nahjolbalagheh* (Tehran, cultural and scientific publication) 11 345-369.
- Rostami MZ (2005)**. *Justice from the Perspective of Islamic and Western Scholars Economic Essays* (Golghah publication) 1 17-78.
- Saghaeian G (2011)**. In a research named the relationship between job security and organizational justice and with job performance, of Administrative staff National Iranian Drilling Company in the city of Ahvaz, *MS Thesis, Faculty of Psychology and Educational Sciences, University of Shiraz*.
- Sharif Zadeh F and Mohammadi Moghadam Y (2009)**. Organizational factors affecting employee performance combat smuggling Hormozgan province police chief. *Police Management Studies* 1 52-59.

Research Article

Smedlund A (2008). The knowledge system of a firm: social capital for example tacit and potential knowledge. *Journal of Knowledge Management* **12**(1) 63-76.

Sumarakhan S, Mukhtar S and Niazi M (2010). Link between Organizational justice and Employee Job performance in the work place. *Interdisciplinary Journal of Contemporary Research in Business* **2**(3) 121-132.

Wendy Kellogg A and Mathur A (2003). Environmental Justice and Information Technologies: Overcoming the Information-Access Paradox in Urban Communities. *Public Administration Review* **63**(5) 573-585.

Yaghoobi M et al., (2009). Relationship between organizational justice and job satisfaction and organizational commitment among employees of selected hospitals. *Health Management Journal* **35** 76-93.