

**ASSOCIATION BETWEEN ORGANIZATIONAL JUSTICE AND PRODUCTIVITY
OF HUMAN RESOURCES: A STUDY AT THE JUNDISHAPUR MEDICAL
SCIENCES UNIVERSITY OF AHVAZ**

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Published online: 15 February 2017

ABSTRACT

Objective: From the management perspective, productivity is defined as the successful utilization of resources to achieve the desired goals. training and improvement of human resources are one of the several ways for increasing the productivity of human resources. Organizational justice is another factor affecting the productivity but has received little or no consideration. Organizational justice refers to the perceptions of employees about the fairness and fair behavior of the management on the job. Justice processes play an important role in all organizations. Besides, the manner in which the organizations deal with their employees can greatly influence their beliefs, feelings, attitudes, and behavior This correlational descriptive study aims to determine the association between organizational justice and productivity of human resources in Jundishapur Medical Sciences University of Ahvaz.

Methods: 376 employees of the university were randomly sampled. Persian version of Niehoff and Moorman's organizational justice questionnaire and Hersey and Goldsmith's human resources productivity questionnaire were used for data collection.

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doi: <http://dx.doi.org/10.4314/jfas.v9i1s.676>



Results: The results of this study based on the dimensions of organizational justice indicated that the perception of total organizational justice among the included employees was relatively inappropriate, and only the dimension of interactional justice was estimated to be in the relatively appropriate condition. The study also showed a positive and significant association between organizational justice and human resources' productivity.

Conclusions: As the organizational justice scenario is bad, therefore it is essential that the managers ensure a fair and just environment for the employees. This is essential to maximize the efficiency and productivity of the employees to achieve organizational goals. It was found that that the higher the perception of organizational justice especially procedural justice, the more was the productivity index in the organization. In addition, a medium, positive, and significant association was observed between distributive justice and the productivity of the employees.

Keywords: Organizational Justice, Human Resources, Productivity, Administration, Workforce

INTRODUCTION

Productivity encompasses both efficient and effective utilization of the available resources and is considered the main factor of economic growth [22, 5]. From the management perspective, productivity is defined as the successful utilization of resources to achieve the desired goals. Determining the level of efficiency and productivity in organizations is a common issue in developed and developing countries. Achieving high productivity is linked to the level of human resource development [31]. Hence, the training and improvement of human resources are one of the several ways for increasing the productivity of human resources [3]. Issues relating to human resources should be considered while adopting any approach to improve organizational efficiency [23]. Productivity is more important in healthcare organizations than in other organizations because employees in healthcare organizations face enormous missions and problems in their daily duties. Various studies have shown that leadership, motivation, experience, creativity and innovation, education, and competitiveness are the most important factors affecting the productivity of human resources within an organization [4]. Organizational justice is another factor affecting the productivity but has received little or no consideration [17, 15].

Organizational justice refers to the perceptions of employees about the fairness and fair behavior of the management on the job [18]. Justice processes play an important role in all organizations. Besides, the manner in which the organizations deal with their employees can

greatly influence their beliefs, feelings, attitudes, and behavior [32]. Firstly, organizational justice includes procedural justice, which is defined as the perception of employees about the fairness of the outcomes, the allocation of tasks, and payment received from the organization. Secondly, distributive justice reflects fairness in equipment distribution, decision-making procedures about policies, and results or formal processes of their allocation. Thirdly, interactional justice is defined as the fairness of decision-makers in organizations, supervisors' respect for subordinates, and interpersonal relationships [2, 10, 9, 29, 24]. The outcome of studies conducted on the impact of perceived justice on individual and organizational variables show that employee perceptions of organizational justice and its dimensions can influence variables such as employment attitude, job quality, job performance, productivity, and organizational coordination [15, 11, 14, 19, 25]. Cropanzano, Bowen, and Gilliland [8] stated that organizational justice, especially interactional justice, could efficiently predict the job performance. In their study, Skarlicki and Latham [30] suggested that the managers of organizational units who follow the principles of justice were found to be righteous managers, and this enables their subordinates to freely express their organizational citizenship behavior in their respective work units. In fact, in the absence of organizational justice, the employees sense the feeling of inequality that can act as a potential source of dissatisfaction in the organization, which can further lead to irreparable consequences [26].

Organizational justice perception is necessary for effective organizational performance (productivity) and individuals' satisfaction in organizations [33]. In their study conducted in South Korea, Park and Yoon [27] found that procedural, distributive, and interactive justice have a direct and positive impact on factors like job satisfaction, organizational commitment, and organizational citizenship behavior. In addition, these factors determine the effectiveness of an organization. Another research suggests that organizational justice has a positive impact on individual and organizational variables like job attitudes, job satisfaction, productivity, and effectiveness of teamwork [15]. On the other hand, the injustice perception not only results in declined job performance but also reduces the quality of work and collaboration between the employees within an organization [15]. Erdogan [13] showed that justice perception can influence the performance (productivity) of employees through trust, control sense, and accountability. Finally, the results of Aryee, Chen, Budhwar [1] study showed a positive relationship between the perception of procedural justice and good job performance.

In organizations where employees believe that the decision-making processes are unfair, organizational commitment is gradually reduced, which results in work hypothyroidism, increased number of resignations and leaves, and ultimately, diminished organizational

performance [6]. The analysis of organizational justice and its importance and characteristics within the organization shows that justice has become a necessity for the survival of the organizations [28]. Given the importance of this issue and the lack of extensive research in the field of human resource development in the health sector as well as the importance of employees support, this study seems to be useful in increasing the commitment, job satisfaction, and performance of the employees. In addition, by focusing on university forces and improving their working conditions, this study can assist them in realizing their goals such as establishing, maintaining, and improving the community's health. Thus, this study aimed to determine the association between organizational justice and human resources productivity among employees in Ahvaz Jundishapur Medical Sciences University. This can inform the managers about the influence of organizational justice on the success, job satisfaction, and productivity among employees.

METHODS

Participants

This correlational descriptive study was conducted in 2015. The study population consisted of all the employees of Ahvaz Jundishapur University of Medical Sciences, Ahvaz, Iran. The sample size was calculated using the Morgan table and included 376 employees of this university. Random sampling was done.

Instruments

Data collection was done using two questionnaires. The Persian version of the Niehoff, and Moorman [26] organizational justice inventory containing 20 questions estimated the dimensions of organizational justice (including distributive justice, procedural justice, and interactional justice) based on a 5-point Likert scale for very high, high, medium, low, and very low ratings. The Persian version of Hersey and Goldsmith human resources productivity inventory contained 26 questions and 7 dimensions including clarity, help, incentive, evaluation, validity, and environment. This is also based on a 5-point Likert scale of very low (1), low (2), rarely (3), high (4), and very high (5) ratings. The validity of the questionnaire was confirmed by experts based on the content and face validity. In addition, the Cronbach's alpha coefficient obtained was 0.93 based on its reliability. The validity of the productivity questionnaire has been the topic of research in several past studies, and the organizational justice questionnaire has also been confirmed by the management experts [4, 34, 21]. In this study, the value of Cronbach alpha was found to be 0.90 for organizational justice and human resources productivity inventories. The average obtained was interpreted in the following

manner: 1–2: inappropriate condition, 2–3: relatively inappropriate, 3–4: relatively appropriate, and 4–5: quite appropriate.

Data analysis

Descriptive statistics and statistical indices such as mean and standard deviation were used to analyze the data. Pearson correlation coefficient and linear regression were used to analyze the collected data, given the normalized data distribution. The SPSS 19 program was used to analyze the data.

RESULTS

Three hundred and thirty-one questionnaires were completed out of the 376 distributed questionnaires, and the response rate was 88%. One hundred and seventy-four (174) (52.6%) respondents were women, and 157 (47.4%) were male. The highest frequency of respondents (47%) was in the age group of 30–40 years. The age groups under 30 years, 40–50 years and over 50 years included 74 (22.4%), 72 (21.8%), and 20 participants (6%), respectively. In total, 78.2% (259 people) of the total participants were married, and 21.8% (72 people) were single. Seventy-two (72) participants had Diploma, 50 people had an associate degree, 55 people had BA degree, 33 people had MA degree, and 9 people had a Ph.D. degree. The least amount of work experience was over 20 years (10%), and the highest amount of work experience was 5–10 years with 78 respondents (23.6%).

The results of this study showed that the status of Ahvaz Medical Sciences employees in the field of perception of organizational justice and its dimensions are relatively inappropriate. In the meantime, the highest average (3.11 ± 0.84) was obtained for interactive justice. In addition, the productivity index with an average of 3.09 ± 0.63 showed up in the relatively appropriate condition. Fig. 1 presents the mean and standard deviation of organizational justice and productivity variables.

The results showed that organizational justice and its dimensions were significantly associated with the productivity of human resources ($r = 0.625$). According to the results stated in Table 1, the distributive, procedural and interactive justice dimensions were significantly associated with the productivity of human resources with the effect sizes calculated as 48, 53, and 53, respectively.

DISCUSSION

Nowadays, organizations need effective and efficient personnel to achieve their objectives for growth and development. In general, the factors like efficiency and effectiveness of the

organization depend on its human resources. Hence, attempts to increase organizational justice for human resource is the major task of organizations. The results of this study based on the dimensions of organizational justice indicated that the perception of total organizational justice among the included employees was relatively inappropriate, and only the dimension of interactional justice was estimated to be in the relatively appropriate condition. It was found that the employees of this university were dissatisfied and felt inequality and injustice about the distribution of rewards and related policies at their work, but they were relatively satisfied with the manner of interaction between the supervisors and managers.

There was a large, significant and direct association between organizational justice and productivity among employees in this medical university (Table 1). The results of this study were consistent with the study conducted by Heponiemi et al. [20]. They showed that the higher the perception of organizational justice especially procedural justice, the more was the productivity index in the organization. In addition, a medium, positive, and significant association was observed between distributive justice and the productivity of the employees. In other words, the employees believed that the distribution of rewards in the workplace affects productivity, but this dimension was estimated to be relatively inappropriate. The fair distribution of resources and rewards to the members of an organization, the design of performance-based compensation systems, and the protection of individual rights are ways of encouraging distributive justice and can be effective.

There was a large, positive and significant association between procedural justice and productivity ($r = 0.526$, $P < 0.001$), but the procedural justice was estimated in a relatively inappropriate status. The results of this study are not consistent with the study conducted by Doulati and Pour [12], as they reported that procedural and distributive justice and human resources productivity are not significantly associated with each other. Modifying methods and mechanisms of payment, sharing benefits with employees, and revising decision-making processes can prove to be effective in a bid to improve procedural justice. Aryee et al. [1] showed that procedural justice has a positive effect on job performance, interpersonal facilitation, and job dedication. In addition, a direct association was observed between participation in decision-making, authority hierarchy, organizational policies and procedural justice; this is consistent with the results of the current study.

Another important result of this study was a large, significant, and positive association between interactional justices and employee productivity. The study conducted by Hedayati, Faraji, Mohabbati, Hamed, Emadi, & Sharifi [19] showed a significant association between

the dimension of interactional justice and employees' productivity among all the dimensions of organizational justice, and this is consistent with the results of this study. Colquitt, Conlon, Wesson, Porter, & Ng [7] indicated a unique association between the dimensions of organizational justice, especially interactional justice and organizational outcomes such as job satisfaction and job performance (productivity). However, the interactional justice dimension was estimated to be in the relatively appropriate status. The ways of improving the perception of interactional justice include revising decision-making processes, improving supervisors' communications with employees and delegating proper authority to staff.

As shown in Tables 2 and 3, simultaneous regression showed that there is a correlation ($r = 0.633$) between predictor variables (dimensions of organizational justice) and productivity. It indicates that these dimensions are significant predictor variables for determining the productivity and can explain 40% of the variance in productivity. This shows that the dimensions of organizational justice, especially procedural fairness, are important to predict the productivity of human resources. The results of studies conducted by Heponiemi and Floger [20, 16] showed that the dimensions of organizational justice are appropriate predictors of job satisfaction, organizational commitment, trust in supervisor, as well as productivity and organizational performance. These results are consistent with the findings of our study.

It is important to know that each dimension of organizational justice affects the attitude of the employees in the organization. Based on this, the managers can understand how these dimensions work. The impact of organizational justice also enables better planning to develop the feeling of justice, which facilitates productivity. The result of the current research seems to be useful for academic leaders to develop a productive behavior because considering the views of employees in the area of productivity is most important and the first step while developing productive behavior. Keeping in mind that more than three million people are covered by health services provided by Ahvaz University of Medical Sciences, it is essential that managers treat employees with fairness and justice in matters relating to payments, procedures, and interactions. This can further ensure that the employees can maximize their efficiency and productivity in order to achieve health development purposes. Due to the dynamic nature of health care organizations, further studies are recommended in the field of productivity in universities of medical sciences. Modifying methods and mechanisms of payment, allocation of results to employees, revising decision-making processes, improving supervisor's communications with employees, distributing rewards to members of the organization fairly, and designing a performance-based compensation system should be

effective in improving employees' perception of organizational justice. Ultimately, these may lead to improving productivity and performance in the organization.

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FIGURE LEGEND

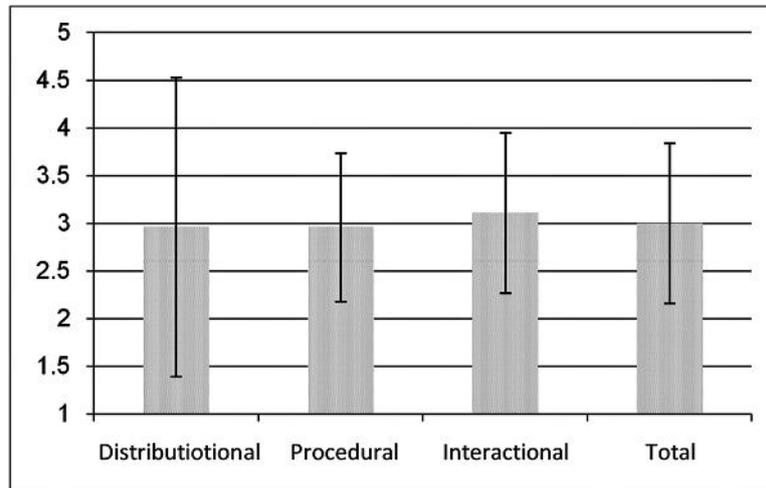


Fig.1. Mean score of total organizational justice and its subscales

TABLES

Table 1. Association between productivity and organizational justice.

Organizational Justice				
Productivity	Distributive	Procedural	Interactional	Total
Ability				
Pearson corr.	0.443	0.487	0.535	0.589
P value.	0.000	0.000	0.000	0.000
Clarity				
Pearson corr.	0.196	0.152	0.211	0.230
P value.	0.005	0.031	0.003	0.001
Help				
Pearson corr.	0.458	0.502	0.443	0.575
P value.	0.000	0.000	0.000	0.000
Incentive				
Pearson corr.	0.315	0.382	0.321	0.414
P value.	0.000	0.000	0.000	0.000

Evaluation				
Pearson corr.	0.275	0.315	0.278	0.344
P value.	0.000	0.000	0.000	0.000
Validity				
Pearson corr.	0.312	0.223	0.308	0.462
P value.	0.000	0.000	0.000	0.000
Environment				
Pearson corr.	0.178	0.224	0.419	0.372
P value.	0.009	0.002	0.000	0.000
Total				
Pearson corr.	0.482	0.526	0.528	0.625
P value.	0.000	0.000	0.000	0.000

Table 2. Multiple correlation coefficients between the variables.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.633	0.400	0.389	0.50094

Table 3. Regression between productivity and justice dimensions

Standard and non-standard regression coefficients to predict the productivity of human resources

Model	Unstandardized		Standardized		t	Sig.
	Coefficients		Coefficients			
	B	Std. Error	Beta			
(Constant)	1.624	0.160			10.164	0.000
jus2	0.203	0.069	0.259		2.950	0.004
jus1	0.114	0.025	0.306		4.526	0.000
jus3	0.163	0.064	0.223		2.542	0.012

Note: Productivity = 1.624 + 0.203; Procedural Justice + 0.114; Distributive Justice + 0.163 Interactional Justice +0.203.

How to cite this article:

Zahiri M, Shakhi K, Dehghani R, Faraji Khiavi F. Association between organizational justice and productivity of human resources: a study at the jundishapur medical sciences university of ahvaz. J. Fundam. Appl. Sci., 2017, 9(1S), 457-469.