

**Research Article**

## **THE RELATIONSHIP BETWEEN ORGANIZATIONAL JUSTICES WITH ETHICAL BEHAVIOR OF TEACHERS OF HIGH SCHOOLS IN CITY OF SANANDAJ**

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### **ABSTRACT**

The purpose of this research was examining the relationship between organizational justices with ethical behavior of teachers of high schools in city of Sanandaj. The research method was descriptive cross-correlation. The population of the research was all teachers of high schools of Sanandaj which were 1000 people. The samples were obtained by using 181 Morgan table. Pearson correlation coefficients and Multiple Regression were used for data analyzing. The findings indicated that there is a positive relationship between organizational justices and ethical behavior of teachers.

**Keywords:** *Organizational Justices, Ethical Behavior, Teachers*

### **INTRODUCTION**

Organizational justice, industrial organizational psychology, human resource and organizational attitudes were examined in recent years (Colquitt *et al.*, 2001). Nowadays, organizational justice concept and attitudes towards to workers has had a new meaning and it is more vital and central (Robinson, 2004).

Ethics and Justice are both considered as universality and value implications both from the scope of application and due to its considered roles in religions and traditions of humanity (Golparvar and Arizi, 2008). Recently more focus has been conducted to the ethics in the workplace at least for two reasons. Firstly recent publications fall of ethics in the companies such as Enron, WorldCom, and Tyco indicated that whatever has happened is the result of unethical behaviors that created by top managers.

Secondly, recent investigations indicated that proper understanding of the company (such as ethical behavior and social responsibility) can positively influence the behavior of consumer (Baker & Hunt, 2006).

In this research we examine the relationship between organizational justices with ethical behavior of teachers of high schools in city of Sanandaj, due to the very cases of unethical behaviors in the organizations such as theft, bribery and corruption etc.

#### ***Organizational Justice***

Organizational justice may be defined as the study of fairness at work. The first commonly accepted type of justice is referred to as distributive justice. Distributive justice considers the fairness of the outcomes of a particular decision. Procedural justice, the second type, is generally defined as the fairness of the process that leads to the outcome. Mcfarlin and Sweeney (1992), and Sweeney and Mcfarlin (1993) supported two factor model of organizational justice. Bies and Moag (1986) proposed the third organizational justice dimension. It is often referred to as interactional justice. They defined interactional justice as the fairness of the interpersonal treatment that one receives at the hands of an authority figure. Cohen-Charash and Spector's (2001) in their research supports the existence of three organizational justice dimensions: distributive justice, procedural justice, and international justice (Zainalipour *et al.*, 2010).

#### ***Ethical Behavior***

Morals is defined as ethical principles that includes a collection of bad or good, right or wrong standards in the behavior of individuals (Nelson, 2003). That is associated to ethical commitment, responsibility and social justice in all involvement departments (Morf *et al.*, 1997).

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Ethical behavior can be defined as a behavior that it considers right or wrong and in consequence directs people to do what should be or what should not be (Biochamp and Boee, 2000).

*The Relationship between Organizational Justice and Ethical Behavior of Employees*

Mccain et al., (2009) conducted a research as organizational justice, Job Satisfaction and ethical behavior of employees.

Findings indicated that ethical behavior is affected by distributive justice and procedural justice. Among the three variables distributive justice had the greatest impact on job satisfaction. Also findings of Alipour (2011) indicated that there is a positive and meaningful relationship between distributive and procedural justice with ethical behavior of staffs of health network. As well as research results Weaver (2001) demonstrated that when employees perceive the organizational justice they show less immoral behavior and more likely to report ethical problems.

**MATERIALS AND METHODS**

**Methods**

The research method is descriptive-correlation. The populations of the research were all teachers of high schools of Sanandaj which were 1000 people, the samples were obtained by using 181 Morgan table. And therefore the numbers of 181 questionnaires were distributed as Stratified random sampling between Statistical populations (include 102 men and 79 women).

In this study, a questionnaire that contains of two parts is used. The first part is related to organizational justice that measures distributive justice and procedural justice and interactional justice. This questionnaire created by Nieh and Moorman (1993) that is standard. And consist of 5 questions about distributive justice and 6 items about procedural justice and 9 items about interactional justice.

The second part of questionnaire is related to measuring ethical behavior that is standard and is adopted from reliable books of management (Motafakker, 2006). This questionnaire contains 15 questions. Also 5-options Likret scale is used for measuring variables of the research. Comments of supervisor professors, advisors and some of the professors and experts in the field of management were used for reliability of questionnaire. Cronbach alpha were used for validity of questionnaire that is indicated in the table 1. Since the alpha value obtained indicating high internal consistency of the items so we can say that statistically measuring tools research is reliable. Pearson correlation coefficient test and multiple regressions are using for in order to data analyzing. Also Kolmogorov-Smirnov test is used for determine the normality of the data distribution. Statistical analysis indicated is performed by using SPSS 21 software.

**RESULTS AND DISCUSSION**

**Results**

*Kolmogorov-Smirnov*

First of all for data analyzing, we used Kolmogorov-Smirnov test to identify the statistical society normality.

The results are presented in table 1:

**Table 1: Kolmogorov-Smirnov test result**

Variables	Organizational justice	Ethical behavior	Distributive justice	Procedural justice	Interactional justice
sig	0.1	0.08	0.091	0.087	0.075

As table 1 show, all calculated amounts are more than 0.05, so the normality of statistical society is proved. Therefore for analyzing data, some parametric tests were used.

*Pearson’s Correlation Test*

To investigate the relations of the variables this test was applied. The results are shown in table 2:

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**Table 2: The correlation between organizational justices with ethical behavior**

Correlation	Pierson r	Sig	Test result
Organizational justice with ethical behavior	0.58	0.038	H0 hypothesis is rejected
Distributive justice with ethical behavior	0.64	0.003	H0 hypothesis is rejected
Procedural justice with ethical behavior	0.50	0.000	H0 hypothesis is rejected
Interactional justice with ethical behavior	0.55	0.002	H0 hypothesis is rejected

As can be viewed from table 2, there is a meaningful and direct correlation between organizational justice and their dimensions with ethical behavior. So, hypotheses were supported.

**Regression Test**

To investigate how intense is the effect of organizational justice on ethical behavior, the regression test was used.

Due the table 3 it can be viewed that the positive and meaningful linear correlation exists between organizational justice and its dimensions with ethical behavior of teachers of Sanandaj. The linear correlation is explained below:

**Table 3: Multi-variables regression between organizational justice and ethical behavior**

Variables	Standardized Coefficients Beta	Unstandardized Coefficients		T value	sig
		Standard error	B		
Constant		3.45	0.85	6.71	0.000
Organizational justice	0.61	0.064	0.44	5.42	0.006
Constant		4.24	1.028	8.40	0.04
Distributive justice	0.62	0.053	0.59	8.87	0.01
Procedural justice	0.54	0.20	0.51	6.20	0.000
Interactional justice	0.58	0.074	0.57	7.64	0.029

Table 3 suggests the direct and meaningful linear correlation between organizational justice and its dimensions with ethical behavior. The linear correlation is shown below:

$$\text{Ethical behavior} = 1.028 + 0.59 \text{ Distributive justice} + 0.51 \text{ Procedural justice} + 0.57 \text{ Interactional justice.}$$

**Discussion and Conclusion**

The purpose of this research was investigating relationship of organizational justice with ethical behavior of teachers in the high schools of Sanandaj.

Results of the data analysis showed that there is a positive relationship between organizational justice and ethical behaviors of teachers. And this is coordinated with the findings of other researchers (Mc-kain *et al.*, 2009; Alipour, 2011; Trovino and Vior, 2001). Therefore, managers and officials should be thinking of enhancing the organizational justice. And in this way to strengthen ethical behavior of teachers. Also results of data analyzing indicated that there is positive relationship between distributive justice and moral behavior of teachers and this is coordinated with the findings of other researchers (Mc-kain *et al.*, 2009; Alipour, 2011) Therefore, managers and officials should be thinking of enhancing the distributive justice. And in this way to strengthen ethical behavior of teachers.

results of data analyzing indicated that there is positive relationship between distributive justice and moral behavior of teachers and this is coordinated with the findings of other researchers (Mc-kain *et al.*, 2009; Alipour, 2011). Therefore, managers and officials should be thinking of enhancing the distributive justice. And in this way to strengthen ethical behavior of teachers.

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Results of data analyzing indicated that there is positive relationship between interactional justice and moral behavior of teachers and this is coordinated with the findings of other researchers (Mc-kain *et al.*, 2009; Alipour, 2011). Therefore, managers and officials should be thinking of enhancing the interactional justice and in this way to strengthen ethical behavior of teachers.

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