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A STUDY ON THE RELATIONSHIP BETWEEN ORGANIZATIONAL JUSTICE AND JOB SATISFACTION (CASE STUDY OF SOCIAL SECURITY ORGANIZATION, MARKAZI, IRAN)

Mohammad Reza Keramati¹, *Fatemeh Eslamieh² and Mina Mozaiini³

¹University of Tehran

²Young Researchers and Elite Club, Garmsar Branch, Islamic Azad University, Garmsar, Iran

³Young Researchers and Elite Club, Damavand Branch, Islamic Azad University, Damavand, Iran

*Author for Correspondence

ABSTRACT

This study attempted to examine the relationship between organizational justice and job satisfaction among employees at Markazi Social Security Organization in Iran. This was a descriptive-correlational study in terms of data collection. Moreover, it could be classified as an applied study in terms of objective. The population included a total of 363 employees at Markazi Social Security Organization. A sample size was calculated through Cochran's formula to be 186 subjects selected using random sampling. Data were collected by two standard questionnaires, one from Niehoff and Moorman (1993) consisting of 20 items and the other Job Descriptive Index (JDI) consisting of 39 items on five-point Likert scale. The formal, content and structural validity of both questionnaires were investigated. Moreover, their reliability was obtained through a test on a sample of 30. Cronbach's alphas were 0.81 and 0.83, respectively. Data were collected through K-S tests, t-group and multiple regressions facilitated by SPSS. The results showed that organizational justice and job satisfaction of employees at Markazi Social Security organization were adequately high. Furthermore, there was a significant relationship between organizational justice and job satisfaction of employees. In fact, 76.3% of changes in job satisfaction was explained by the variable of organizational justice.

Keywords: *Organizational Justice, Job Satisfaction, Social Security Organization*

INTRODUCTION

The main objective of any organization is to achieve the highest possible efficiency and optimum productivity. Capital, tools, work procedures and human resources are among the factors contributing to productivity of an organization. Undoubtedly, the most important and valuable factors are skilled manpower and efficient tools in order to achieve organizational goals bringing about decrease or increase in organizational efficiency. In fact, if an organization enjoys the highest amount of capital, best technology and facilities, yet remaining deprived of productive and motivated workforce is, the preset goals would never be fulfilled (Mahdad, 2013). That is because knowledge and skills accumulate in any human resources, constructing a unique capital for the organization. There are several factors involved in motivating and enhancing efficiency of human resources employed in the organization, among which job satisfaction can be mentioned. Human resources of an organization attain job satisfaction when they have their reasonable requirements in various physical, mental and social aspects well considered by the managers. In fact, employees serve as internal customers of the organization. So long as customers are gratified with their activities, it will extremely difficult to achieve the satisfaction of external customers. Accordingly, it seems crucial to employ efficient, proficient and motivated manpower through building justice and satisfaction among employees.

Job satisfaction has been defined as a factor enhancing efficiency and personal satisfaction, i.e. an attitude reflecting the degree of positive and negative feelings and enthusiasm about job and its various aspects (Song and Mustafa, 2015; Spector, 2013). According Locke, job satisfaction is a positive emotional state obtained by an individual through evaluation of job experiences (Hampton *et al.*, 2012). Poor job satisfaction has many organizational and behavioral implications, including withdrawal, absenteeism, turnover, feeling of emptiness and worthlessness of work, burnout, psychological and physical health,

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decision-making incapability, aggressive behavior, lack of self-esteem, theft in the workplace and life dissatisfaction (Sirin, 2015; Egrrot, 2006; Evans, 2006). The results of previous studies indicate that higher rate of job satisfaction leads to higher creativity and increased individual productivity, enhanced individual incentives and lower rate of absenteeism (Sy, 2006) which leaves adverse effects on any organization's life (Sullivan, 1992; Terry, 1992; Donohue and Heywood, 2004).

Job satisfaction is not a static state of feeling, but is rather influenced by forces inside or outside of the workplace. Therefore, researchers believe that job satisfaction is created as fast as it can be eliminated. Hence, it requires the compassion and constant attention from organizational management (Davis and Newstorm translation by Tusi, 1991). Therefore, identification of factors affecting job satisfaction is important, because it results in organizational productivity and even individual lifestyle of employees (Asghari *et al.*, 2010). One of the factors contributing to formation and stability of job satisfaction is organizational justice, it is a term used to describe the role of justice directly linked with job opportunities. It is especially argued in organizational justice as to how employees should be treated with so to feel they have been treated fairly (Moorman, 1991). Therefore, organizational justice refers to perceptions of job fairness and fair treatment (Jackson and Beer, Jax and Beer quoted by Fox, *et al.*, 2001). Organizational justice is important because it is associated with several vital organizational processes, such as commitment, citizenship behaviors and performance (Colquitt *et al.*, 2002; Greenberg, 1993).

Neihoff and Moorman (1993) proposed three types of organizational justice. Distributive justice refers to fairness of outcomes for employees (fair distribution of resources). This type of organizational justice is rooted in the idea of equality (Adams, 1965), focusing on how individuals respond to unequal interventions and distribution of opportunities and rewards from managers and supervisors in organizations. Procedural justice refers to the fairness of procedures adopted to decide on the distribution of resources. Fair procedures are characterized by distribution of facilities for everyone during the same time and without bias, based on accurate information, ethical and moral norms (Leventhal, 1980). Research findings have shown that processes determining rewards are as important as the rewards and whether they are fair (Lind and Tyler, 1988). The third type of justice is called interactional justice which is a type of procedural justice applied to reference to a person employed in formal methods (Moorman, 1991; Tyler and Bies, 1990). Evidence indicates that interactional justice can predict job performance better than procedural justice (Cropanzano *et al.*, 2002; Masterson *et al.*, 2000).

Several studies involving similar variables have been conducted both inside and outside of Iran, each revolving around a distinct area, yielding mixed results. For instance, Sharifi and Eslamieh (2012) investigated the impact of training courses on job satisfaction and stress among university staff. The results indicated that training courses greatly increased job satisfaction and reduced job stress. Moreover, cognitive skills within the training course left the greatest impact on higher job satisfaction and reduction of job stress at Islamic Azad University, Tehran Zone 8. Ghafari and Golparvar (2009) examined the relationship between organizational justice and organizational commitment of employees at central municipalities of Isfahan. They reported there was a positive correlation between the two variables.

In a study, Arifin (2015) analyzed the relationship between competence, performance and organizational culture and job satisfaction among Indonesian community of teachers. The results indicated there was a strong correlation between the three variables. In a study, Ying (2014) determined the level of job satisfaction among nurses in the United States. The results indicated higher satisfaction of most nurses with their jobs. Elma (2013) examined the relationship between organizational justice and job satisfaction on primary school teachers, revealing a significant positive correlation between the types of organizational justice and job satisfaction dimensions. The degree and priority of the effects of organizational justice on job satisfaction are interactional justice, procedural justice and distributive justice. Oana (2013) carried out a research to compare job satisfaction level of secondary school teachers in Romania and the United Kingdom. The results showed that Romanian teachers had higher job satisfaction than British teachers. Applebaum *et al.*, (2010) examined the impact of environmental factors on stress, job satisfaction and decision to turnover among nurses. The results showed that the physical

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environment of work may positively or negatively affect nurses' stress, which might in turn adversely affect job satisfaction and ultimately lead to a career change. Ahsan *et al.*, (2009) examined the relationship between job stress and job satisfaction among academic staff members in a Malaysian university, where there was a significant negative correlation between the two variables. Klendauer and Deller (2009) examined the relationship between organizational justice and commitment of management. The results of this research confirmed the relationship between the two variables.

Many hours of individual life are spent in work environment as organization. It is important that the person feel satisfaction with job during those hours. Individual job satisfaction not only brings about inner and outer peace, it also facilitate the attainment of organizational goals for the managers. An issue long considered by organizations as well as personnel seems to have greatly affected job satisfaction, fair treatment referred to as organizational justice. Similarly, employees at Social Security Organization demand fair treatment, sense of equality with all the individuals at the organization. On the other hand, justice represents as a survival factor for organizations and social systems (Pourezat, 2002). Since the success of any organization, particularly service organizations, is dependent on the interaction between customers and employees, fair treatment of employees, leading to appropriate interaction and effective treatment with customers and clients, which ultimately brings about loyalty and satisfaction, guaranteeing organizational survival in the long-term (Zeinali, 2004). This can be achieved through research conducted in the corporate environment and informing the staff of relevant results. On the other hand, it enables the senior management to take appropriate steps to promote fair practices in the organization so that employees relate themselves as part of a system. Accordingly, the main purpose of this study was based on the conceptual framework (Figure 1) for examining the relationship between organizational justice and job satisfaction at Markazi Social Security Organization. To achieve this, three questions were raised:

1. How much organizational justice can be found in Markazi Social Security Organization?
2. How much job satisfaction of employee can be found in Markazi Social Security Organization?
3. Can organizational justice predict job satisfaction at Markazi Social Security Organization?

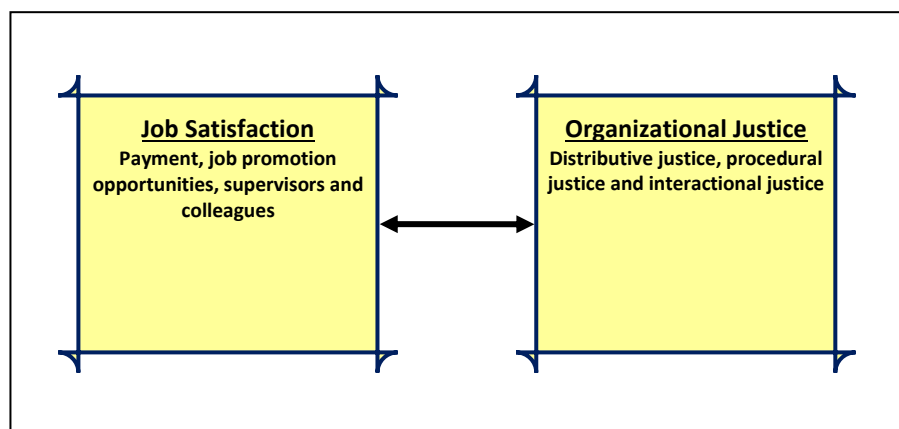


Figure 1: Conceptual framework

MATERIALS AND METHODS

Methodology

Type of Research: This was an applied, descriptive-correlational study.

Population, Sample and Sampling Procedure: The population included a total of 363 employees at Markazi Social Security Organization. The sample size was calculated through Cochran' formula to be 186 people randomly selected.

Tools and Methods for Data Collection: For data collection, a standard questionnaire was used as follows: 1. Organizational Justice Inventory: This included 20 items in three dimensions of distributive justice, procedural justice and interactive justice designed by Niehoff and Moorman (1993). 2. Job Descriptive Index: The JDI was proposed by Wysocki and Kromm covering five dimensions of job

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promotion opportunities, supervisors and co-workers containing 39 closed questions. Both questionnaires were on a five-point Likert scale. The formal, structural and content validity were confirmed by experts. Reliability was determined through a pilot study on 30 subjects, while the reliability of questions were estimated through Cronbach alpha to be 0.81 for organizational justice and 0.83 for job satisfaction.

Data Analysis: Data obtained from responses were, due to normality of distribution, analyzed through K-S test, t-test and multivariate regression facilitated by SPSS.

RESULTS AND DISCUSSION

Findings

According to Table 1, the significance levels achieved in all dimensions are larger than 0.05. Therefore, it can be argued with 95% confidence that the data follow normal characteristics, and parametric tests can be used for statistical analysis.

Table 1: Results of K-S test

Components Indicators	Organizational justice			Job satisfaction				
	Distributive justice	Procedural justice	Interactional justice	Payments	Job	Promotion opportunities	Supervisor	Colleagues
K-S	1.85	1.42	3.18	2.56	2.10	1.44	1.83	1.81
Sig	.208	.135	.281	.309	.263	.137	.214	.202

1. How Much Organizational Justice Can Be Found in Markazi Social Security Organization?

According to Table 2, since the Ts calculated for 185 degrees of freedom at 0.05 level are greater than the critical t value (1.96), the null hypothesis concerning there is no difference between the variables and mean of the population is rejected (3). At 95% confidence, it can be stated that the mean of sample is greater than the mean of population. As a result, organizational justice can be found to a great extent in Markazi Social Security Organization.

Table 2: Results of T-test for Item 1

Population mean = 3								
Sample size = 186								
Component	Mean	Standard deviation	Mean error	standard	T	df	Sig	Mean difference
Distributive justice	3.61	.403	.029		20.68	185	.000	.611
Procedural justice	3.86	.411	.030		28.57	185	.000	.861
Interactional justice	3.71	.445	.032		21.81	185	.000	.711

2. How Much Job Satisfaction of Employee Can Be Found in Markazi Social Security Organization?

According to Table 3, since the Ts calculated for 185 degrees of freedom at 0.05 level are greater than the critical t value (1.96), the null hypothesis concerning there is no difference between the variables and mean of the population is rejected (3). At 95% confidence, it can be stated that the mean of sample is greater than the mean of population. As a result, job satisfaction of employees can be found to a great extent in Markazi Social Security Organization.

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Table 3: Results of T-test for Item 2

Population mean = 3							
Sample size = 186							
Component	Mean	Standard deviation	Mean standard error	T	df	Sig	Mean difference
Payments	3.50	.362	.026	18.84	185	.000	.501
Job	3.38	.335	.024	15.47	185	.000	.380
Promotion opportunities	3.23	.471	.034	6.84	185	.000	.236
Supervisor	3.39	.433	.031	12.37	185	.000	.393
Colleagues	3.46	.414	.030	15.33	185	.000	.465

3. Can Organizational Justice Predict Job Satisfaction at Markazi Social Security Organization?

According to Table 4, there is a multiple correlation between organizational justice and job satisfaction at 0.876, while the adjusted coefficient of determination was 0.763. This value indicates that 76.3% of changes in employee job satisfaction could be explained by organizational justice.

Table 4: Summary of regression model between organizational justice and job satisfaction

Multiple correlation	Coefficient of determination	Corrected coefficient of determination	Estimated error
.876 ^a	.767	.763	.15245

According to Table 5, f value was calculated to be 136.71 with 185 degree of freedom greater than the critical value of F (2.60). As a result, it can be argued at 95% confidence there is a significant relationship between organizational justice and job satisfaction.

Table 5: Results of F test

Model	Sum of Squares	Degree of freedom	Mean square	F	Sig
1 Regression	13.925	3	4.642		
Residual	4.230	182	.023	136.71	.000 ^a
Total	18.155	185	4.642		

According to Table 6, distributive justice with coefficient of 0.673 predicted job satisfaction of employees better than other variables. Then, procedural justice and interactional justice obtained 0.143 and 0.131, respectively.

Table 6: Results of multiple regressions

Model	Non-Standardized Coefficient		Standardized Beta Coefficient	T	Sig
	Beta	Standard Error			
(Constant)	.742	.115		6.454	.000
Distributive justice	.523	.048	.673	10.893	.000
Procedural justice	.109	.048	.143	2.296	.023
Interactional justice	.092	.031	.131	2.951	.004

Conclusions and Suggestions

This study attempted to examine the relationship between organizational justice and job satisfaction among employees at Markazi Social Security Organization in Iran. According to the data analysis, the

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results for the first question showed that organizational justice can be found to a great extent in Markazi Social Security Organization. Relevant research has demonstrated that justice processes play an important role in the organization, influencing how treatment of personnel contributes to beliefs, feelings, attitudes and behavior of employees. Fair treatment of the staff generally leads to higher commitment to the organization and extra-role behavior. On the other hand, individuals who feel injustice are more likely to leave the organization or exhibit low levels of organizational commitment and may even start abnormal behavior so as to take revenge (Bos, 2001, quoted by Hosseinzadeh and Nazari, 2008). The results were consistent with those obtained by Yilmaz and Tasdan (2009) who reported positive perceptions of organizational justice among primary school teachers in Turkey, Jacob *et al.*, (2009) who mentioned high level of organizational justice in private hospitals.

Results for the second question indicated that job satisfaction of employees can be found to a great extent at Markazi Social Security organization. Job satisfaction surpasses organizational and corporate boundaries nowadays and its effects on the private life of the individual and can be seen outside the organization. There is ample evidence that unsatisfied people tend to leave the organization or resign. However, satisfied people are less likely to be absent. Moreover, it has been proven that satisfied employees have better health and live longer. Unhappy people are susceptible to a variety of ailments from headaches to heart disease. A satisfied employee can bring happiness from organization to their homes and communities. Thus, with regard to social responsibility and the amount of money doing to society owing to increased job satisfaction, (Forutan, 2000) this idea can be defended and make an effort to enhance employee satisfaction. The results were consistent with those obtained by Atef (2005), Tahavori (2006), Ying (2014), Oana (2013), Tseng (2010), Demirtas (2010), Togia (2004) and Parmeer and East (1993), each in their work reported that satisfaction level was higher than the average.

Results for the third question indicated that there was a significant relationship between organizational justice and job satisfaction of employees at Markazi Social Security Organization. In fact, 76.3% of changes in job satisfaction was explained by the variable of organizational justice. The results were consistent with those of research carried out by Turajfalah and Asadi (2010) who reported there is a significant relationship between job security and job satisfaction, Alma (2013), Warner (2005) and Thompson (2001) who acknowledged that organizational justice is the best predictor of job satisfaction; Naami and Shokrkon (2010), Agho (1993), Blegn and Muller (1978) and Vroom (1970), each in their research found a significant relationship between organizational justice and job satisfaction.

Finally, given that organizational justice and job satisfaction in Markazi Social Security Organization showed a significant relationship, thus predicting job satisfaction of employees through organizational justice, it is essential to greater attention be paid on correct application of justice so as to increase job satisfaction among employees. After all, there is no poison more virulent than injustice and discrimination, giving rise to early collapse of any organization. Accordingly, it is proposed to consider organizational justice as a value through the following measures; 1) The rules and principles for establishment of justice be written and adhered to as a basic principle of interest to everyone, 2) The assignment of duties and responsibilities to employees based on expertise, experience, skills and abilities, and 3) Holding workshops to institutionalize the principles of justice and anti-discrimination organizational misunderstandings among all staff.

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