

Research Article

THE RELATIONSHIP BETWEEN ORGANIZATIONAL JUSTICE AND QUALITY OF LIFE IN FACULTY MEMBERS AT ISLAMIC AZAD UNIVERSITY (CASE STUDY: DISTRICTS 8 AND 12)

***Shabnam Bidarian¹, Parivash Jafari¹ and Nadergholi Ghourchian²**

¹*Department of Educational Administration, Science and Research Branch, Islamic Azad University, Tehran, Iran*

²*Department of Higher Education, Science and Research Branch, Islamic Azad University, Tehran, Iran*

**Author for Correspondence*

ABSTRACT

This study aims at providing a model for improving the quality of life in faculty members at Islamic Azad University. This research is descriptive-correlative and has the causal type. The research population consists of 5715 subjects in Districts 8 and 12 of Islamic Azad university (3349 subjects in district 8 and 2366 in district 12) and 360 ones are selected through Kerjcie and Morgan Table and by stratified sampling method. Beugre's organizational justice questionnaire (1998) consisting of 21 items concerning 3 components and the quality of life questionnaire consisting of 26 items concerning 4 components are utilized for data collection. The questions related to the demographic characteristics are also considered in the questionnaire. The content validity of questionnaire is also determined after obtaining the experts' opinion; and the face validity determined by pilot implementation of questionnaire. The Cronbach's alpha is utilized to determine the reliability (0.87 for organizational justice questionnaire and 0.82 for quality of life questionnaire). The research data is analyzed by structural equation modeling (SEM) and LISREL software after collection through descriptive statistics (mean and standard deviation) and inferential statistics (one-sample t-test, chi-square, Pearson correlation coefficient, multiple-regression, Gamma correlation intensity test, and factor analysis) indices. The results indicate that the mean quality of life in faculty members at Islamic Azad University is a little more than average. Furthermore, the components of organizational justice including the distributive, procedural and interactional justice are directly or indirectly correlated with quality of life as the predictive variables. Finally, this research is conducted to improve and promote the quality of life in faculty member at Islamic Azad University.

Keywords: *Quality of Life, Organizational Justice, Faculty Members at Islamic Azad University, Districts 8 and 12*

INTRODUCTION

Nowadays, the organizations have considered the human resources as the smart and valuable assets according to a strategic view. The university is one of these organizations and is as a turning point of promoted educational level in our country. The mission of universities is to train the next generation for much more advanced, complex and complete future than the status quo. The university faculty members are those responsible for this crucial task. The faculty members as a class, working as the teachers at universities, are responsible for training the students, thus their quality of life affects the efficiency of this group that is responsible for knowledge production and training the expert human resources. If the quality of life is desirable in faculty members and this group has job and life satisfaction, they can pay more attention to research and education, and become more successful in producing the knowledge and training the expert human resources. Furthermore, the lack of information on the main factors associated with promotion of quality of life has made the conditions for ignoring the new subjects in this regard. This study seeks to cover the lack of attention to this issue. The program for quality of life includes any organizational culture improvement which leads to the individual growth and development. Therefore, the value system of quality of life considers the investment on people as the most important variable in the equation of strategic management. The research findings indicate that the implementation of these programs may reduce the rate of complaints, reduce the absenteeism rates, reduce the utilization of

Research Article

disciplinary rules, increase the positive attitude in people, and increase their participation and promote the life expectancy and improve their performance. On the other hand, the fulfillment of individual needs will result in long-term organizational improvement and efficiency (Weber *et al.*, 2015). The quality of life has special meaning for everyone and any group; and anyone defines in according to his experiences, interests, and character. The World Health Organization Quality of Life (WHOQOL) Group (1996) defines the quality of life as the individual's perceptions of life according to the culture and value system wherein he lives as well as the relationship between these perceptions with individual's objectives, norms and preferences. Miskulin *et al.*, (2014) define the quality of life as the satisfaction or dissatisfaction with personal life dimensions which are important to him. A variety of factors affect the importance of quality of life in faculty members such as the changes in social, economic, and cultural status, increased competition which indicates further requirement of university accountability and it needs the higher level of change and learning in faculty members. Due to the changes due to the rapid emergence of information and communication technology and such these factors, the faculty members' quality of life is taken into account by higher education management (Zhongming, 2015). The organizational justice is one of the factors influencing the faculty members' quality of life. Ouyang *et al.*, (2015) argue that the more the people have perception of equality and justice in the organization, the more they are satisfied with life. The organizational justice refers to "the perception of fairness in the organizations" and has three dimensions: distributive justice: distributive justice indicates the individual perception of "Perception of equity in the organization" equal to the compliance of justice in distribution and allocation of resources and rewards.

Procedural justice refers to the individual perception of fairness in current procedures in decision making for compensating their service, but not referring to the real distribution of revenues; such as the current procedures in evaluation of individual performance at different levels of society or organization, the way of dealing with complaints, conflicts, and the way of incomes distribution among the individuals. Interactional justice: It is associated with the aspects of communication process (such as the propriety, honesty and respect) between the justice sender and receiver. Since the interactional justice is determined by the behavior of management, this type of justice is associated with the cognitive, affection and behavioral reactions to management or supervisor. According to the study of conducted research, it can be concluded that the faculty members' quality of life is affected by the organizational justice. Therefore, based on these theoretical and research findings, the main objective of this study is to investigate the correlation between the organizational justice and quality of life in faculty members at Islamic Azad University. Accordingly, this question arises:

What are the dimensions and components of quality of life in faculty members? Is there a correlation between the organizational justice and quality of life in faculty members at Islamic Azad University?

Yarmohammadian *et al.*, (2014) research entitled as "The correlation between the organizational justice and quality of life (case study: the university professors in four districts of Iran)" is among the conducted studies in this field. The research results indicate that the variables which play the key roles in explaining the self-assessment of organizational excellence are as follows: distributive justice, trust in organization, and trust in colleagues. The organizational justice has a direct effect on the quality of life. Ghasemi *et al.*, (2013) conducted a research with the aim at investigating the correlation between the organizational justice and job satisfaction with employees' quality of life in Esfahan Steel Company (ESCO). The obtained results of correlation analysis indicate that there is a correlation between the organizational justice and job satisfaction dimensions; and among the dimensions of organizational justice only the procedural justice has a significant positive correlation with quality of life. The obtained results of regression analysis indicate that the cooperative climate, procedural justice and success orientation explain 47 percent of variance in quality of life. Weber *et al.*, (2015) conducted a research entitled as "Evaluation of quality of life in children, adolescents, adults and the elderly". The results indicate that the positive psychological characteristics lead to a better quality of life which requires the professional purposes in practice (e.g. the clinical screening, group monitoring and treatment). This study recommends investigating the measurement of quality of life according to the levels of the United Nations, culture,

Research Article

ethnic groups, gender and different age groups. Furthermore, the measures should be taken for policies according to the special importance of quality of life.

Research Objectives and Questions

Objectives

- 1- Identifying the current status of quality of life in faculty members at Islamic Azad University;
- 2- Identifying the current status of organizational justice in faculty members at Islamic Azad University;
- 3- Investigating the correlation between the organizational justice and quality of life in faculty members at Islamic Azad University;
- 4- Investigating the correlation between the distributive justice and quality of life in faculty members at Islamic Azad University;
- 5- Investigating the correlation between the interactional justice and quality of life in faculty members at Islamic Azad University;
- 6- Investigating the correlation between the procedural justice and quality of life in faculty members at Islamic Azad University

Questions

- 1- How is the status quo of faculty members' quality of life at Islamic Azad University?
- 2- How is the status quo of faculty members' organizational justice at Islamic Azad University?
- 3- Is there a correlation between the organizational justice and quality of life in faculty members at Islamic Azad University?
- 4- Is there a correlation between the distributive justice and quality of life in faculty members at Islamic Azad University?
- 5- Is there a correlation between the interactional justice and quality of life in faculty members at Islamic Azad University?
- 6- Is there a correlation between the procedural justice and quality of life in faculty members at Islamic Azad University?

MATERIALS AND METHODS

This research is descriptive-correlative and has the causal type. The research population consists of 5715 subjects in Districts 8 and 12 of Islamic Azad university (3349 subjects in district 8 and 2366 in district 12) and 360 ones are selected through Kerjcie and Morgan Table and by stratified sampling method. Beugre's organizational justice questionnaire (1998) consisting of 21 items concerning 3 components and the quality of life questionnaire consisting of 26 items concerning 4 components are utilized for data collection. The questions related to the demographic characteristics are also considered in the questionnaire. The content validity of questionnaire is also determined after obtaining the experts' opinion; and the face validity determined by pilot implementation of questionnaire. The Cronbach's alpha is utilized to determine the reliability (0.87 for organizational justice questionnaire and 0.82 for quality of life questionnaire). The research data is analyzed by structural equation modeling (SEM) and LISREL software after collection through descriptive statistics (mean and standard deviation) and inferential statistics (one-sample t-test, chi-square, Pearson correlation coefficient, multiple-regression, Gamma correlation intensity test, and factor analysis) indices.

RESULTS AND DISCUSSION

Results

Results of Demographic Characteristics

The research results indicate that 41.2 percent of research samples age from 30 to 39 years, 31.5 percent from 40 to 48 years, 14 percent from 49 to 57 years, 65 percent from 58 to 66 years, and 6.8 percent from 67 to 75 years. 37.8 percent are women and 62.6 percent men and 39.8 percent are single and 60.2 percent married. From the whole faculty members in Districts 8 and 12 of Islamic Azad University, 17.8 percent are instructors, 42 percent assistant professors, 34.5 percent associate professor, and 5.8 percent professors. This study investigates 4 fields of study and totally 5.4% are in basic sciences, 41.8% in

Research Article

technical-engineering, 29.8% in humanities and 24% in arts. Distribution of faculty members according to the years of experience is as follows: 8.5% with less than 5 years, 25% with 6 to 10 years, 44% with 11 to 15 years, 16.2% with 16 to 20 years, and more than 6.2% with over 20 years.

Findings of Questions

First question: How is the faculty members' quality of life at Islamic Azad University?

The results indicate that 65.2 percent of faculty members have evaluated that the quality of life is at moderate level, 31.5 percent at high level and only 3.2 percent at low level.

Second question: How is the faculty members' organizational justice at Islamic Azad University?

Based on the findings, about 82 percent of faculty members have evaluated that the organizational justice is at the moderate level, about 12% at the high level and only about 5% at the low level.

Furthermore, the following results are obtained in evaluation of organizational justice components in faculty members:

The majority of faculty members have 74.4% sense of distributive justice at moderate level, 18% at high level and 7.6 at low level. A majority of faculty members have perceptions of procedural justice equal to 63.2% at moderate level, 29.2% at high level and 7.6% at low level. According to the findings, it is found that a majority of faculty members have perceptions of interactional justice equal to 80.8% at moderate level, 15.6% at high level and in contrast 3.6% at low level.

Third question: Is there a significant correlation between the organizational justice and the quality of life?

The results of X² test with the amount of 10.083 which is significant at the level of 0.05 (sig=0.039) indicate that there is a significant relationship between two variables namely the organizational justice and quality of life. (thus the H₁ is accepted). According to the intensity of correlation (0.389) obtained from Gamma test, the intensity of correlation between these two variables is moderate towards weak and the correlation is positive. In other words, the more the sense of organizational justice is enhanced, the more the quality of life is enhanced in the organization.

Fourth question: Is there a significant correlation between the distributive justice and the quality of life?

The results of X² test with the amount of 7.638 which is significant at the level of 0.05 (sig=0.04) indicate that there is a significant relationship between the distributive justice and quality of life. (Thus the H₁ is accepted). According to the intensity of correlation (0.12) obtained from Gamma test, the intensity of correlation between these two variables is too weak and the correlation is positive. In other words, the more the sense of distributive justice is enhanced, the more the quality of life is enhanced in the organization.

Fifth question: Is there a significant correlation between the procedural justice and the quality of life?

The results of X² test with the amount of 7.626 which is significant at the level of 0.05 (sig=0.106) indicate that there is a significant relationship between the procedural justice and quality of life. (Thus the H₀ is accepted). According to the intensity of correlation (0.22) obtained from Gamma test, the intensity of correlation between these two variables is too weak and the correlation is positive. In other words, the more the sense of procedural justice is enhanced, the more the quality of life is enhanced in the organization.

Sixth question: Is there a significant correlation between the interactional justice and the quality of life?

The results of X² test with the amount of 6.586 which is significant at the level of 0.05 (sig=0.03) indicate that there is a significant relationship between the interactional justice and quality of life. (Thus the H₀ is accepted). According to the intensity of correlation (0.24) obtained from Gamma test, the intensity of correlation between these two variables is weak and the correlation is positive. In other words, the more the sense of interactional justice is enhanced, the more the quality of life is enhanced in the organization.

Discussion

According to one of the results of research about the quality of life from the perspective of faculty members, the obtained findings indicate that more than a half of members have evaluated their own quality of life at the moderate and weak level and have no significant satisfaction with this status. These

Research Article

results are consistent with the results by Ghasemi *et al.*, (2013). There is a significant relationship between the quality of life and social justice in target statistical population and when the faculty members have perceptions of organizational justice, they are more likely to get involved and participate in quality of life. This finding is consistent with the results of research by Yarmohammadian (2014) and Ghasemi *et al.*, (2013). The research results indicate that the faculty members' quality of life is not significantly affected by demographic variables. Different ages and education levels do not affect the emergence of quality of life, while the more the people have increased years of experience, the more their quality of life will be enhanced. The education and age have no correlation with quality of life and these results are consistent with the findings by Miskulin *et al.*, (2014).

The results indicate that: "The more a person has increased years of experience, the more the quality of life will be decreased. It seems that the lack of correlation between these two variables is because of repeated work and lack of incentives in faculty members. Furthermore, the research results indicate that there is no difference between men and women in terms of quality of life and this is not consistent with the results by Moorman.

This could be due to the rich culture of organizations in Iran. In general, the results indicate that the quality of life is more affected by the sense of justice and trust; and the demographic and personal variables have so weak impact on the quality of life. The results of tests indicate that despite the fact that the perception of interactional justice is not satisfactory at universities, the quality of life is at the relatively good level. In other words, there is a low effect of interactional justice on the faculty members' quality of life. This result is a little different with the findings by other researchers (Ouyang *et al.*, 2015) in this regard. It seems that the high level of quality in faculty members is due to the religious and cultural norms governing Iran. The findings of correlation between each component of organizational justice and quality of life indicate that the procedural justice includes two structural (formal procedural characteristics) and interpersonal (how to deal with people during the implementation of procedures) dimensions. This study focuses on the ability of both dimensions of procedural justice to predict different dimensions of quality of life, but it is still unclear which one of structural or interpersonal dimensions are a better predictor. The findings of current research indicate that the procedural justice has a significant correlation with quality of life. These findings are consistent with the studies by Dunar and Tabancali (2012) and Zhongming (2015) and indicate the correlation between the quality of life and interpersonal and structural dimensions of procedural justice.

According to the obtained results, there is a significant positive correlation between the procedural and interactional justice and this indicates that the components are complementary and in fact it suggests that there is a two-sided correlation between the fairness of behavior and complaints and disputes in interaction between the faculty members with managers and colleagues. The results of research by Ouyang *et al.*, (2015) also confirm the correlation between these components. According to the growing trend of awareness of higher education benefits, it can be predicted that the increasing trend of demand for higher education will be continued. On the other hand, the best universities will be ineffective when the universities do not pay attention to faculty members and their needs. Therefore, it is inevitable to find the potential problems in this area during the academic career which affects the future career, life status and motivation in faculty members; and it is essential to investigate the quality of life in faculty members as the future makers of community. In the field of quality of life status in faculty members at Islamic Azad University, it seems that this status is inappropriate and undesirable in terms of faculty members' views. The research results indicate that the organizational justice affects the faculty members' quality of life. It should be noted that if the faculty members' quality of life is not desirable, the future of national science and technology will not be reliable. Considering that the aim of higher education is the advancement of knowledge in order to create a better society, the universities should respond to the service customers and users' needs. Therefore, it should be clarified whose demands and needs should be met in the field of academic service. In this regard, it is essential to assess the faculty members' perception of quality of life as the main and key customers at university. Therefore, the universities are expected to take effective steps towards the faculty members' quality of life by performing their tasks. Undoubtedly, the university

Research Article

which could not improve the faculty members' quality of life, will not be able to improve the quality of life in people, and thus will lose the support by community and people who provide its costs.

REFERENCES

- Dana C Miskulin, Kaleab Z Abebe, Arlene B Chapman, Ronald D Perrone, Theodore I Steinman, Vicente E Torres, Ty Bae K, William Braun, Franz T Winklhofer, Marie C Hogan, Fred Rahbari-Oskoui, Charity G Moore, Michael F Flessner and Robert W Schrier (2014).** HALT-PKD Study” Health-Related Quality of Life in Patients With Autosomal Dominant Polycystic Kidney Disease and CKD Stages 1-4: A Cross-sectional Study. *American Journal of Kidney Diseases* **63**(2) 214-226.
- Ghasemi Nezameddin, Sadeghi Mohammad and Abedi Ahmad (2013).** The impact of educating the skills of life on the dimensions of quality of life in adolescent orphans. *Quarterly Journal of Social Welfare* **13**(14) 269-286.
- Marco Weber, Claudia Harzer, Scott Huebner E and Kimberly J Hills (2015).** Chapter 5 - Measures of Life Satisfaction Across the Lifespan. *Measures of Personality and Social Psychological Constructs* 101-13.
- Tugba Dundar and Erkan Tabancali (2012).** The Relationship between Organizational Justice Perceptions and Job Satisfaction Levels. *Procedia - Social and Behavioral Sciences* **46** 5777-5781.
- Yarmohammadian Hossein, Shafipour Motlagh Farhad and Fouladvand Maryam (2014).** The correlation between the organizational justice and job satisfaction with quality of life. *Quarterly Journal of Occupational and Organizational Consulting* **5**(17) 1-17.
- Yung-Jaan Lee (2008).** Subjective quality of life measurement in Taipei. *Building and Environment* **43**(7) 1205-1215.
- Zhongming Ouyang, Jinyan Sang, Ping Li and Jiayi Peng (2015).** Organizational justice and job insecurity as mediators of the effect of emotional intelligence on job satisfaction: A study from China. *Personality and Individual Differences* **76** 147-152.