The Relationship Between The Organizational Justice And Empowerment Of The Employees Of Hamadan Sport And Youth Government Offices in Iran

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ABSTRACT : The present research project was done to show the relationship between the organizational justice and with the empowerment of employees of the Hamadan Sport Youth government offices. The research method used was correlation which was carried out as field study. The population of the study were 120 employees of Hamadan Sport and Youth government offices in 2014 chosen randomly according to Morgan and Krejicstable, from among 175 other employees. The Niehoff & Moor man (1993) organizational justice questionnaire and Spritzer standard questionnaire were used to gather the necessary data. Later on, the regression and Freedman test were used to analyze the data. Results showed that there is a meaningful and positive relationship between the organizational justice and its aspects (distributional, procedural, and interactional) with the empowerment of the employees. Moreover, it was found that there is a meaningful relationship between the organizational justice as a whole with all aspects of meaningfulness, autonomy, effectiveness, and trust. However, there seemed to be no relationship between the organizational justice and the feeling of efficacy. Finally, it was found that the trust component with a mean of 2.51 was the highest mean in other aspects of empowerment and the distributional component with a mean of 2.96 got the highest position among all aspects of organizational justice.

Keywords: organizational justice, organizational justice aspects, empowerment aspects, employees

INTRODUCTION

Regarding the modern competitive world, enjoying potential personnel in an organization is a must and without capable and motivated personnel the existence of an organization would be impossible (Hassanzadeh&Shaharani, 2007).

Spritzer(1995) defines empowerment as follows: Internal job motivation which is manifested in four perceptions (efficacy, effect, meaningfulness, and independence) which reflect the individual's orientation towards his duties (Mishra, 1998). Later on, the element of confidence was added to it thanks to the researches of Mishra and consequently was called the five empowerment keys. The performance of any organization is one of the main factors which influence the motivations and capabilities of the employees and enable them to be in harmony with the goals and values of the organization.

The more the members of an organization accept the values of the organization and have a perception of feeling towards the organization, the better the chances for the success of the organization would be (Sheykhh&Zivaryar, 2006). The preservation and development of the fair behaviors in managers and creating a perception of justice between the employees are among the main organizational practices. The rule of justice among the managers and the employees (giving incentives, supervisor relationship, promotions and appointments) are of great interest to the employees (S.Javad.et al. 2009). The concept of justice as used in organizational environments and among the employees, is the dominant issue in the human resources management and organizational behavior in the past decades (Lambert, 2003).

Greenberg(1990) applies the term “organizational justice” to refer to the extent to which the personnel consider the organizational decisions as fair. Organizational justice comes in three basic forms:

Many researchers have shown that the justice processes play major roles in an organization and the way we behave the personnel will highly affect their ideas, feelings, attitudes, and behaviors. Showing fair behavior towards the employees on the part of the organization would lead to better and higher commitment of the employees and their roles as citizens. On the other hand, those who feel injustice, will mostly leave the organization or show lower organizational commitment levels and even may present abnormal behaviors like revenge (Hossein-Zadeh & Naseri, 2008).

Franz (2004) realized that the higher employees capabilities constantly come from their deeper impression of organizational justice. Diane West (2006) in another investigation maintained that injustice is the root of certain reactions like: psychological resentments, sabotage, work lapse, and deviation from duty. Saunders (2004) showed that organizational justice may create a framework for understanding the concepts of trust and mistrust among the employees. Ireland and Web (2007) realized that two aspects of distributitional justice and procedural justice are closely related to the trust levels in inter-organizational relationships.

Regarding the impact of organizational justice on the health of the employees, Elivania (2004) maintained that justice has a meaningful relationship with the health of the employees and job absenteeism due to disease. Investigating the relationship between the management styles, empowerment, organizational justice, and the performance of the employees in public and private sectors, Avrhami (2008) showed that there is a high correlation between the performance and empowerment which is mainly due to understanding of justice and performance. He concluded that the higher organizational justice understanding and the empowerment feeling among the employees working in public sectors than the private sectors. Hoff (2007) studied the employees understanding of organizational justice, empowerment, and organization civic behaviors and reported positive and meaningful correlation among them. Golparvar et al. (2008) showed that job absenteeism has negative relationship with the three aspects of justice (distributional, procedural, and communicational).

Chenevert (2007) studied the role of empowerment and organization justice in creating organization commitment and showed that those employees who feel the justice processes in the organization are more capable and show more participation in decision making processes and as a result the organizational commitment is meaningfully increased. Ladbod et al. (2008) realized that there is a negative and meaningful relationship between care taker square behavior and other employees with job stress and aggressive behavior.

Sharif-Zadeh and Mahmoodi-Moghadam (2010) showed that the factors of education, motivation, culture, and participation play important roles in efficacy and empowerment of the personnel. S.Javadi et al (2010) maintained that the respect and attention for personnel and individual growth, leadership factor, formality, environment and decentralization are the main factors of empowerment.

According to Afjeh (2007) justice is a great motive for the employees. Since the motivational factors are effective in empowerment of the personnel (Jazini, 2017), the researcher of the present project tried to focus of the issue of organizational justice and investigated the relationship and its impacts on the empowerment of personnel.

Research questions

What is the relationship between the organizational justice and the empowerment of the personnel and their impression of organizational justice in Sport and Young Government Offices of Hamadan Province.

What is the relationship between the organization justice and the aspects of personnel empowerment?

RESEARCH METHOD

The statistical method used in this study was correlation field study. The population of the study was 120 employees who were chosen randomly from among 175 other personnel working in Sport and Young government offices in Hamadan province in Iran. The questionnaire used was divided into three parts:

First part: personal information including age, sex, education, and work experience.
Third part: The Niehoff, B.P & Moormanz questionnaire was used to assess the organizational justice.

The reliability of the questionnaires was evaluated using the Alpha kronbach for each variable. The main statistical methods used in this research were: standard deviation, mean, percents, frequencies, graphs, and computer software like SPSS and Excel. Later, Freedman test was used to rank the empowerment and organizational elements.
RESULTS

The demographical data obtained showed that major samples studied were in the age range of 30 – 40 and men were more than men. Moreover, most of the subjects were BA or MA (46.7%). The working experience of the subjects was ranged 5-10 (28.3%). The mean organizational justice in Hamadan Sport and Youth Government Offices was calculated as 2.81 and among the organizational justice aspects, the distributional justice ranked the highest with a mean of 29.6. The empowerment mean was calculated as 2.15 and among the various aspects of empowerment, the feeling of trust was the highest (2.51).

The research hypotheses dealt mainly with the relationship of organization justice and its aspects (distributional, procedural, and interactional) with the empowerment of the personnel. The highest correlation coefficient belonged to the organizational justice variable and empowerment of personnel (0.588) which signifies as much as 34.5% of empowerment changes. The interactional justice (30.5%), distributional justice (27.9%), and procedural justice (26.4%) played the major roles in changing the empowerment, respectively. Since the F test was 1% meaningful for the study variables, the study hypotheses were completely improved. The hypotheses five to nine dealt mainly with the relationship between organizational justice aspects of employees’ empowerment (efficacy, independence, effectiveness, meaningfulness, and trust). The highest correlation coefficient obtained was that of the organizational justice and the perception for independence (0.529) which shows about 27.9% perception of independence. After that, organizational justice had the highest part in showing the changes of the perception of independence (27.8%), the perception of effectiveness (17.9%), and the perception of meaningfulness (7.5%), respectively.

However there was a slight correlation between the organizational justice and the perception of efficacy and organizational justice could not account for efficacy changes. The level of F test for all variables except the perception of efficacy was in a meaningful level of 1%. Therefore, the hypothesis of existence of a meaningful relationship between the organizational justice and (the perception of independence, meaningfulness, effectiveness, and trust) is confirmed. Since the efficacy variable was 5%, the F hypothesis which said there is a meaningful relationship between the organizational justice and the perception of efficacy is rejected.

CONCLUSION

The analysis of the first hypothesis showed that there is a meaningful and positive relationship between the organizational justice and the empowerment of the employees. So we can say that the unawareness of injustice has a destructive effect on the efforts and motivation of the employees. In fact, injustice and injustice in distribution of organization achievements would decrease the morale of the employees and their capabilities.

The analysis of the second hypothesis showed that there is a positive and meaningful relationship between the distributional justice and empowerment.

The analysis of the third hypothesis showed that there is a positive and meaningful relationship between the procedural justice and empowerment.

The analysis of the fourth hypothesis showed that there is a positive and meaningful relationship between the interactional justice and empowerment.

The analysis of the fifth hypothesis showed that there is a meaningful relationship between the organizational justice and the perception of efficacy. These results are in comply with Chen et al. (2007), Hoff (2007), and Franz (2004).

The analysis of the sixth hypothesis showed that there is a positive and meaningful relationship between the organizational justice and the perception of self-determination. These results are the same as the results obtained by SeyyedJavadin et al. (2010) who maintained that human resources and individual growth, leadership, formality, clarity, working environment, and decentralization are among the most effective factors in empowerment and the results obtained by Shareefzadehand MohmoodiMoghadam (2010) who observed that factors of education, culture, and participation play important roles in empowerment and effectiveness.

The analysis of the seventh hypothesis showed that there is a positive and meaningful relationship between the organizational justice and the perception of meaningfulness.

The analysis of the eighth hypothesis showed that there is a positive and meaningful relationship between the organizational justice and the perception of effectiveness.

The analysis of the ninth hypothesis showed that there is a positive and meaningful relationship between the organizational justice and the perception of trust. These results were in compliance with the results obtained by Ireland and Web (2007) who found that two aspects of distributional and procedural justice are related with the
levels of trust in organizational interrelationship and also the results of Saunders (2004) who showed that organizational justice can provide a framework for understanding trust and non-trust among the employees.

In general, we can say that since the empowerment of the employees is a strategic tool to reach predefined goals and objectives, and the important role that organizational justice play in obtaining those objectives, modern organizations should pay more attention to the role of organizational justice in the empowerment of the employees for their existence. The existence of justice and a feeling of justice among the employees will lead to the education of human resources, more efficacy, work obligation, and motivation in the working environment.

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