



## **Investigating the organizational justice perception impact on job performance Case Study: Aghajari Oil and Gas Exploitation Company's Employees**

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*The present paper aims at the examination of the relationship between organizational justice dimensions and the employees' work outcomes. A sample of 200 employees at Aghajari Co. was selected and the research questionnaire was distributed among them. Data analysis using SPSS software and correlation and multiple regression methods indicated that the organizational justice dimensions distributive justice (DJ), procedural justice and interactive justice (IJ) have a positive and significant relationship with each other and with the dimensions of work outcomes organizational commitment (OC), job satisfaction (JS), and job performance (JP) and that distributive justice has a positive and significant effect on organizational commitment and job satisfaction, while the distributive justice has a positive effect only on organizational commitment and that interactive justice does not have any effect on work outcomes.*

**Keywords:** Organizational justice, job satisfaction, job satisfaction, organizational commitment, job performance,

### **INTRODUCTION**

Research has demonstrated that justice processes have an important role in organizations and how dealing with people in organizations may influence the employees' beliefs, feelings, attitudes and behaviors. Perception of injustice has destructive effects on collective working spirit because outweighs the efforts of human resource and the employees' motivation. Injustice and unfair distribution of organization's achievements and outputs, leads to weakened spirit of employees and their having lower levels of effort and activity;

therefore, observing justice is the secret of survival and permanence of an organization and its employees' development and promotion.

The present paper studies the relationship between organizational justice and its dimensions with work outcomes (organizational commitment, job satisfaction and job performance) in Aghajari Oil and Gas Exploitation company and the main purpose of the research is to explain the correlation between organizational justice and its dimensions with work

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outcomes and, if any, the effect of organizational justice dimensions as independent variable on working consequences as dependent variable will be examined. Thus, the main question is whether the employees' perception of the presence of justice within an organization is related to their work outcomes; and if yes, how is it directed?

## LITERATURE REVIEW

Hassan and Hashim (2011), surveyed the Role of organizational justice in determining work outcomes of national and expatriate academic staff in Malaysia, result of his study indicated that except for job satisfaction, where Malaysians recorded significantly higher endorsement compared to expatriates, no significant difference was found between the two groups on perception of distributive, procedural, and interactional aspects of organizational justice, as well as organizational commitment and turnover intention.

### Organizational Justice

Fairness and justice is an essential value in any organization (Konovsky, 2000) and focuses on the fact that how individuals perceive the interorganizational process as socially just or unjust. Justice has been investigated in organizational justice studies through the employees' perceptions of judgment on the managers' behaviors (Cropanzano, Greenberg, 1997). Organizational justice has become very important due to its relationship with critical organizational processes such as organizational commitment, organizational citizenship behavior (OCB), job satisfaction and job performance (Colquitt et al., 2001).

Initially, theorists such as Adam and Homans proposed the social justice theory. They stated that social interactions the individual receive should be just. Afterwards, researchers considered the perceived equity in resource allocation decisions – such as the payment levels to the individuals and budget allocation to a sector. Organizational justice is a general concept which refers to the individuals' perceptions of the fairness of decisions and decision-making processes within an organization, fairness in treating the employees (Greenberg, 1990) and the

influence of those perceptions on individuals' behaviors. Researchers indicated that high levels of justice perception led to high levels of job satisfaction and the satisfaction with supervisors (Cropanzano et al., 2002). When employees feel that they have been treated unjustly, their job performance, their commitment towards the organization and their job satisfaction will be lowered (Ambrose, 2002; Cropanzano and Greenberg, 1997). Judgment of the fairness of promotions within an organization or its procedures determines the job satisfaction (Ambrose and Cropanzano, 2003).

Organizational justice is an important predictor for personal results such as job satisfaction and payment and also organizational results such as organizational commitment and the inferiors' evaluations of the superiors (Mcfarlin, 1992).

Perception of organizational justice is a subjective issue and we intend to compare our own situation with that of others around us (for instance, the rate of input to output and increased payment and/or intensity of punishment. Greenberg (1990) defined organizational justice as an organization's fair treatment towards its employees. It is the organization's people who perceive the fairness of organizational procedures and relationships by comparing the work scope, compensation levels, allowances and welfare facilities (Fernandes, 2006). The research on organizational justice includes a very vast area and empirical evidences support its ideas. For instance, an empirical work indicates a positive relationship between inferences of justice and fairness and the employees' OCBs. Contrarily, some studies indicate that when employees believe that organizational decisions and managerial actions are unjust, they will experience feelings such as anger, violence and dissatisfaction (Nabatchi, Blomern and Henning, 2006).

Some theorists have referred to equity theory as the justice expansion theory, because it focuses on the just distribution of incomes among humans to achieve a high level of motivation (Rezaeian, 2003). Thus, developing and maintaining just behaviors and creating the feeling and perception of justice in organizations and employees is essential in increasing the employees' positive attitudes, commitment and loyalty, and their individual and collective efforts and

performances. The results of the present investigation will provide a better understanding of the dimensions of organizational justice and how they influence and how to improve them within organizations.

### **Organizational Justice Dimensions**

Another path adopted in organizational justice studies is the examination of justice varieties across organizations, its pre-requisites and consequences. Investigation concerning justice in organizations dates back to the early 1960's. Since 1990 a new chapter of empirical studies on organizational justice has begun the product of which has been the differentiation between distributive justice, procedural justice and interactive justice in organizations.

#### **Distributive Justice (DJ)**

Distributive Justice refers to the fairness of the consequences and outcomes the employees receive. This variety of organizational justice is rooted in equity theory. This theory takes into account the way the individuals respond to the managers' unjust interventions and behaviors in distributing the facilities and rewards within organizations. Distributive justice points to the employees' attitudes and ideas about the appropriateness of their outputs and receivables (Sitter, 2003). The main assumption in distributive justice is that the distribution of the resources essentially affects the perceptions of justice, commitment and trust. Justice- or compensation for the service based on merit- has been considered as equivalent to equity. Contrarily, distributive injustice occurs when the people do not receive the rewards they expect as compared with the others, such as new jobs, responsibilities, powers, rewards, promotions (Konvsky, 1993).

A great number of organizational justice studies are historically focused on the distribution of payments or the work-related rewards. But distributive justice is not merely limited to the fairness of the payments but includes a broad range of organizational implications (promotions, rewards, punishments, working schedules, allowances and performance evaluations). In other words, distributive justice refers to a broad range of attitudes and the perceived fairness on the distribution and allocation of the organization's

consequences and outputs, as compared to the employees' performances and inputs (Lambert, 2003).

#### **Procedural Justice (PJ)**

Procedural Justice refers to the fairness of the decision-making methods and processes so far as they concern the employees. This kind of justice points to the fairness perceived from the processes by which the consequences are allocated (McDowall et al., 2004) and also, to the fairness of the procedures, methods and organizational formal structures or the formal mechanisms of salary and allowances, evaluations, rewards, and conflicts resolution. Thus, the procedures are perceived as just and fair when they are applied constantly without the consideration of personal interest and based on accurate information, take into account the interests of all participating organizational divisions, and observe moral norms and standards (Lambert, 2003).

#### **Interactive Justice (IJ)**

Interactive Justice is defined based on the perceived fairness of the interpersonal relationships in connection with organizational values and the quality of interpersonal communication (Sitter, 2003). This type of justice is related to the aspects of the communication process (such as courtesy, honesty and politeness) between the justice sender and receiver. This kind of organizational justice takes into account the fairness of the decision makers' behaviors in the process of organizational decision making (Krietner & Kinecki, 2001). Interactive justice is focused on the supervisors' behaviors and their roles in adherence to organizational justice and is conceptually similar to the informal quality of behavior while procedural justice is conceptually similar to the formal decision making (Sitter, 2003). Thus, whenever an employee feels interactive injustice, he/she is more likely to react negatively to his/her supervisor instead of the organization. Therefore, it is predicted that the employee is dissatisfied in general from his/ her direct supervisor instead of the entire organization and feels less commitment to the supervisor rather than the organization. Also, his/ her negative attitudes are mainly directed to the supervisor and a small portion

of such negative attitudes are returned to the organization (Hosseinzaddeh & Nasserri, 2008). Research shows that in organizations where the employees believe that decision processes are unfair, gradually the organizational commitment has reduced, displacement and turnover have increased, and ultimately, the organization performance has decreased (Goodman & Friedman, 1971).

## RESEARCH HYPOTHESES

- H1. Distributive justice positively and significantly influences on job satisfaction.
- H2. Distributive justice positively and significantly influences on organizational commitment.
- H3. Procedural justice positively and significantly influences on job satisfaction.
- H4. Procedural justice positively and significantly influences on organizational commitment.
- H5. Interactive justice positively and significantly influences on job satisfaction.
- H6. Interactive justice positively and significantly influences on organizational commitment.
- H7. Job satisfaction positively and significantly influences on job performance.
- H8. Organizational commitment positively and significantly influences on job performance.

### FIGURE 1 HERE

## RESEARCH METHODOLOGY

The present paper is a descriptive -type using a correlation method. The data were collected cross-sectional using a questionnaire.

The population for the present paper includes all registered and contractual employees at Aghajari Oil and Gas Exploitation Company working both day and night shifts with at least one-year record of work experience the total number of whom is estimated at 4000. Based on personal estimations, 5% of the population (200 individuals) was selected randomly from various departments and divisions; and the

questionnaires were administered to them, 184 questionnaires were returned.

Descriptive statistics will be applied in order to examine the relationships between organizational justice dimensions and working outcomes in the sample; and correlation coefficients will be used to test the research hypotheses. If significant relationships are detected among the variables, three regression models -for three dimensions of working outcomes based on explanatory variables, i.e., the dimensions of organizational justice - will be formulated and estimated in order to explore how and to what extent the dimensions of organizational justice influence the working outcomes. Also, the variance analysis test (ANOVA) will be applied to verify the regression models' significance.

## Demographic analysis of Sample

Among 200 questionnaires handed to the sample members, 168 were returned. Demographic analysis results are presented below:

60 respondents (36%) were between 20-30 years old; 72 (43%) between 31 and 40 years; 24 (24%) between 41 and 50 years; and 10 (12%) between 51 and 60 years. 162 respondents were male (96%) and 6 females (4%). 16 had under high school diploma education (10%), 62 had high school diploma (37%), 36 had undergraduate degree (21%), 36 had bachelor's degree (23%) and 14 had master's degree (9%). In terms of job variation, 6 employees were in supervision positions (4%), 98 had technical-operating jobs (58%), 24 had administrative jobs (14%), 16 were service workers (10%), and 24 were security employees (14%). In terms of employment variation, 92 were registered (56%) and 74 were on-contract (44%). 122 employees were local (73%) and 46 were non-local (27%). Also, 122 respondents were married (73%) and 46 were single (27%).

## Research Tool

The questionnaire used in the present investigation included personal data questionnaire (to monitor the age, sex, education, employment type, work records, job type, residential status, and marriage status

variables), organizational justice questionnaire, the perceived organizational support questionnaire and the work outcomes (job satisfaction, organizational commitment and job performance) questionnaire.

Organizational justice questionnaire developed by Niehoff & Moorman (1993) and validated by Shokrkon and Naami (2003) was used to measure the organizational justice dimensions. This questionnaire included 20 items (5 for distributive justice, 6 for procedural justice and 9 for interactive justice). This tool uses a five-point scale (absolutely disagree, disagree, no comment, agree, and absolutely agree) to which the scores 1 to 5 were assigned.

Job satisfaction questionnaire included 5 items derived from Brayfield & Rothe (1951) and was responded based on Likert 5-point scale (1=absolutely disagree-5=absolutely agree for positive questions and inversely for negative ones). Cronbach's alpha coefficient for this questionnaire has been obtained as 86% by Hochwarter et al. (2002).

### **Organizational Commitment (OC)**

Organizational commitment questionnaire, developed by Allen and Meyer (1990) includes four items designed as positive and negative questions and is responded to on the basis of Likert 5-point scale. Cronbach's alpha coefficient is 76% as calculated by Hochwarter et al. (2002).

### **Job Performance (JP)**

Job performance questionnaire includes 9 items designed by Wright et al. (1995). Respondents can score the performance-related items from zero to 100. Cronbach's alpha coefficient for this tool has been 84% as calculated by Hochwarter et al. (2002).

### **Data Analysis**

SPSS software was applied to analyze the collected data. Descriptive and inferential statistics (correlation and regression) also were used for data analysis in the present survey.

## **FINDINGS OF THE RESEARCH**

This section outlines the results of Confirmatory Factor Analysis (CFA) of measurement models, and also outlines the results of main research hypothesis testing using SPSS and LISREL.

### **Measurement Model**

In structural equation modeling, it is necessary to ensure the accuracy of the measurement models, therefore, in this section, the results of confirmatory factor analysis of measurement models for research variables is presented.

#### **TABLE 1 HERE**

As shown in Table 1 above, the results of confirmatory factor analysis of measurement models for organizational justice, organizational commitment, job satisfaction and job performance show that the main indexes of all variables fitting are in the acceptable and appropriate range. In other words, the conceptual models of research, to a large extent, are consistent with the observed data. Also, in order to identify more variables, mean, standard deviation and correlation coefficients between types of organizational justice, organizational commitment, job satisfaction and job performance, were examined, which are presented in Table 2. According to the results obtained, it can be seen that among main structures of the research, organizational commitment has earned the highest score, respectively then, job satisfaction and job performance have earned lower grades. According to the mean and scores of organizational justice dimensions, can also be stated in Aghajari Oil and Gas Exploitation Company the interactional justice is in a more favorable situation, and then, distributive justice and procedural justice, being in lower status. Correlation analysis results also show the internal and external relationship of research variables (and dimensions listed above) is at a significance level of 0.01.

#### **TABLE 2 HERE**

### **Structural Model**

In order to test the research hypotheses, structural equation modeling and path analysis technique are used. In the implementation of structural equation modeling to test the hypotheses, the output of the

software shows the suitability of the structural model fitted (RMSEA = 0.023, /df2 $\chi$ = 3.46). In other words, the observed data, to a large extent are based on a conceptual model for research. The results of the structural model in the standard estimation indicate there is a relationship between organizational justice, organizational commitment, job satisfaction and job performance (Figure 2).

#### **FIGURE 2 HERE**

In Figure 3, the significance of the coefficients and parameters obtained from the structural model of organizational justice, organizational commitment, job satisfaction and job performance dimensions are shown. As illustrated, all significant coefficients between variables of organizational justice, organizational commitment, job satisfaction and job performance dimensions are greater than 1.96 and significant. Thus, the structural model shows that there is a positive and significant relationship between organizational justice with organizational commitment, and between the job satisfaction, commitment and job satisfaction with job performance as well.

#### **FIGURE 3 HERE**

The results of research hypotheses testing, based on structural equation modeling, are as summarized in Table 3. Based on the results obtained, it can be stated that the conceptual model of the research has been confirmed at an acceptable level. The results show that among the dimensions of organizational justice the distributive justice has the greatest effect on organizational commitment, and procedural justice has the greatest effect on job satisfaction.

#### **TABLE 3 HERE**

### **CONCLUSION**

The main purpose of the present paper is to study the effects the perceptions of organizational justice exert on working outcomes; and to explore the interrelations of organizational justice dimensions. The results showed that in general there is a positive relationship between organizational justice and working outcomes.

### **The Effect of Justice Dimensions on Organizational Commitment**

The findings on the relationship between organizational justice and job performance dimensions showed that all three dimensions of organizational justice were positively and significantly related to organizational commitment which is consistent with Hrebiniak & Alutto (1972) and Joiner & Bakalis (2006). Regarding the influence of organizational justice dimensions on organizational commitment, it could be stated that distributive justice and procedural justice had positive effects on organizational commitment; and that the employees' perceptions of the fairness of the rewards and the distribution thereof, as well as the rewards calculation procedures, influenced their loyalty and responsibility towards the organization.

### **The Relation & Effect of Organizational Justice Dimensions on Job Satisfaction**

The findings of the present study indicate that procedural justice and interactional justice are positively related to job satisfaction. However, none of justice dimensions had a positive effect on job satisfaction, which is consistent with Abdollahi and Rezakhani (2009), and Shokrkon and Na'ami (2003) in Iran, and Colquitt et al. (2001) and Cropanzano et al. (2002) overseas.

As the organizational justice is related to employees' job satisfaction, and as the latter is a psychological and emotional response to one's job and organization, the directors/ managers should observe the fairness and merits in payment, distributing welfare facilities, promotion and raise for the teachers and employees (distributive justice); in formulating the regulations, procedures, decisions, and official structures (procedural justice); in interactions among the employees, dealing with individuals (interactive justice).

### **The Effect of Organizational Justice Dimensions on Job Performance**

The results suggest that job performance is related to all three dimensions of organizational justice. However, it is only affected by distributive justice. This indicates that fairness in payments such as salary,

wages, benefits, bonuses and promotions, is of the greatest influence on employees' performances which is consistent with results from the study conducted by Haghighi et al. (2009) in Iran, and inconsistent with those obtained by Tyler & Lind (1998).

The positive and significant relationship between the three dimensions of organizational justice (distributive, procedural and interactional) within organization is of great importance because the existence of the one of those dimensions creates positive attitudes in employees towards other dimensions as well, considering them as just; which leads to improved job performance. In general, the findings indicate a relationship between the perceptions of organizational justice and the employees' job performance in organizations. Given the mentioned results, it is suggested that meetings and conferences should be held on the principles and concepts of organizational justice and how to apply them in order to increase job performance. Furthermore, the managers should be encouraged to apply the principles and findings of organizational justice theory in their interactions with their inferiors.

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## APPENDIX

**Table 1: Measurement Models Comparison**

Measurement Models	GFI	AGFI	NFI	NNFI	CFI	Freedom degree	$\chi^2/df$	P-value	RMSEA
Organizational justice model	0.92	0.90	0.97	0.99	0.99	143	1.39	0.0001	0.036
Organizational commitment model	0.91	0.88	0.96	0.97	0.97	86	2.00	0.00000	0.069
Job satisfaction model	0.89	0.87	0.98	0.98	0.99	148	2.36	0.00000	0.066
Job performance model	0.90	0.89	0.90	0.91	0.88	135	12.2	0.00000	0.043

**Table2: Mean, standard deviation and Pearson correlation coefficients between the dimensions of organizational justice, satisfaction, commitment and job performance**

		Mean	S.D	1	2	3	3	5	6
<b>1</b>	<b>Distributive justice</b>	<b>3.51</b>	<b>0.692</b>	<b>1</b>					
<b>2</b>	<b>Procedural justice</b>	<b>3.39</b>	<b>0.647</b>	<b>.749**</b>	<b>1</b>				
<b>3</b>	<b>Interactional justice</b>	<b>3.52</b>	<b>0.725</b>	<b>.669**</b>	<b>.745**</b>	<b>1</b>			
<b>4</b>	<b>Job satisfaction</b>	<b>3.47</b>	<b>0.62</b>	<b>.893**</b>	<b>.916**</b>	<b>.897**</b>	<b>1</b>		
<b>5</b>	<b>Organizational commitment</b>	<b>3.48</b>	<b>0.694</b>	<b>.694**</b>	<b>.726**</b>	<b>.740**</b>	<b>.799**</b>	<b>1</b>	
<b>6</b>	<b>Job performance</b>	<b>3.46</b>	<b>0.732</b>	<b>.690**</b>	<b>.718**</b>	<b>.765**</b>	<b>.804**</b>	<b>.830**</b>	<b>1</b>

\*\* Correlation is significant at the 0.01 level.

**Table 3. Results of main and secondary hypotheses testing based on structural equation model**

Hypotheses	B	R <sup>2</sup>	t-value	Result
Distributive Justice – Organizational Commitment	0.52	0.27	6.14	Supported
Distributive Justice – Job Satisfaction	0.43	0.18	4.92	Supported
Procedural Justice – Organizational Commitment	0.43	0.18	5.32	Supported
Procedural Justice – Job Satisfaction	0.44	0.19	5.14	Supported
Interactional Justice– Organizational Commitment	0.41	0.16	4.39	Supported
Interactional Justice – Job Satisfaction	0.42	0.17	4.35	Supported
Organizational Commitment – Job Performance	0.53	0.28	6.61	Supported
Job Satisfaction – Job Performance	0.64	0.41	7.05	Supported

**Figure 1. Conceptual model**

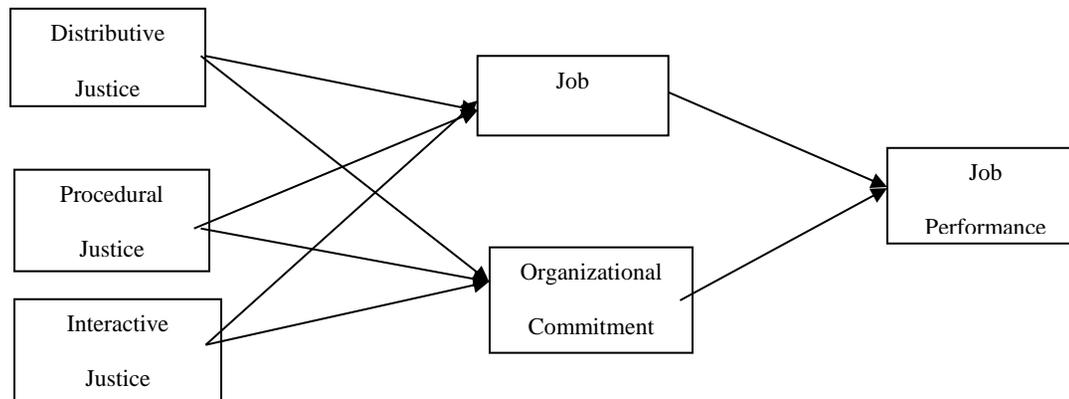


Figure 2. Structural equation modeling of the research in standard estimation mode

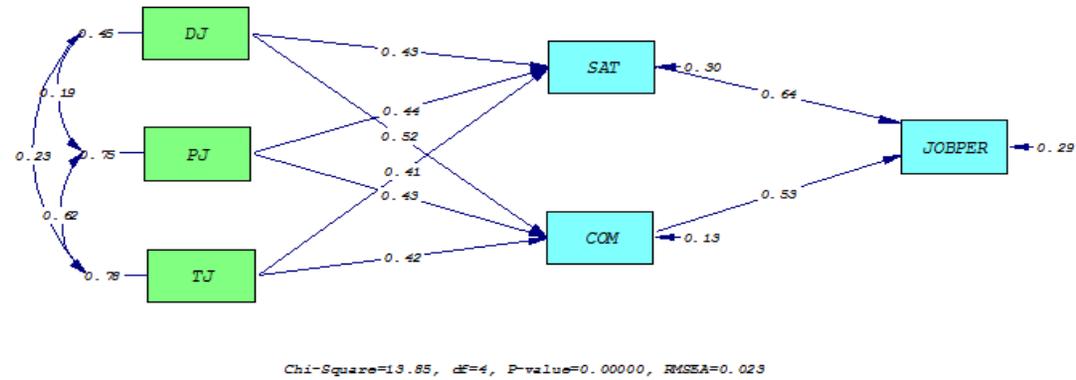
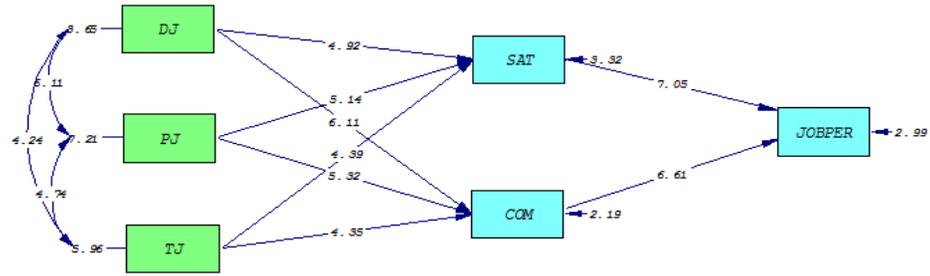


Figure 3. Significant figures of research structural models



Chi-Square=19.85, df=4, P-value=0.00000, RMSEA=0.023