The relationship between organizational justice and self-efficacy (Case Study: Employees of the six municipalities Kermanshah)

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Abstract. The main objective of this study was to examine the relationship between organizational justice and the efficiency of the staff of the municipality in the city of Kermanshah. Research questions regarding the three dimensions of organizational justice (procedural justice, interactional justice, distributive justice) has been developed. The population of the research staff of 1,200 people in the municipality of Kermanshah random sample size of 291 patients randomly using Cochran formula is obtained. Data collection was a questionnaire based on Likert rating scale has been developed. Data analysis included descriptive statistics (frequency, frequency, mean, standard deviation) and inferential statistics using the Pearson correlation test. Cronbach's alpha reliability coefficient for the scale of organizational justice and the efficiency of their staff in order is %959, %940. The results of the analysis indicate that: Compared with the significant error rate test / 05 based on the correlation between organizational justice and dimension tables that there is a significant correlation with efficacy and all significant assumptions were confirmed.

Keywords: Organizational justice, procedural justice, interactional justice, distributive justice, self-efficacy

1-INTRODUCTION

Since the creation of mankind has always tried to understand their and the ability and talent to discern due to change his environment. In the meantime, due to the growth of their organizations and issues increasingly more attention was given to self. Self-training not only helps people to strengthen their understanding and better manage their But they have the ability to understand individual differences to earn. If a person believes that he can not obtain the expected results Or to believe that it can not prevent such behavior is unacceptable, He will be motivated to do a little work. Although there are other factors that act as triggers of human behavior, But they believe the person who seeks it must be said that self-management skills are the foundation of breeding other. In fact, an interesting paradox in human behavior and it is our understanding that we can get to know others and the recognition of others can know your. Man's success in achieving better social and individual life and optimal performance enterprise, knowledge and his understanding of the strengths and weaknesses of his managerial capacity depends (alvani, 2002)

In every organization there is a potential capabilities that can be used appropriately in order to improve organizational performance. Efficiency of their employees in an organization can be a good reason, the most important meeting basic human needs is the need for justice based on Maslow's theory. When an entity becomes a way of life, as a result. Life is different with its

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members and of itself is worth. Any organization to survive and survive, you have optimal solutions for their employees apply their efficiency.

Organizational justice is in a fair and ethical behavior within an organization. Organizational justice to the feelings and perceptions of the fairness and equality refers to behaviors and relationships. (Eberline & Tatum, 2005, 1040)

Organizational justice arises in what ways should be treated with staff to feel they have been treated fairly (mardani, 2009)

Important factor for successful self-efficacy and performance fundamental skills necessary to do so. The influencing factors for achieving self-knowledge and self-efficacy, and consequently essential to organizational goals.

Since the municipality as a social organization that has a huge impact on the social life of the community. In order to increase the efficacy of municipal staff Kermanshah and to identify existing gaps and provide appropriate solutions in this area, the present study sought to examine the relationship between organizational justice and self employees, and in between trying to influence the dimensions of organizational justice (distributive justice, procedural justice, and interactional justice) municipal employees’ self-efficacy (Kermanshah municipality) in the test and the main research question is to what extent there is a significant relationship between organizational justice and efficacy?

2-THEORETICAL

2-1- Organizational Justice and their variants

The Oxford Dictionary, the principles of justice, legal, social and ethical implications of the exercise of authority or power. (Taylor, 2003)

Justice of the most beautiful, the most sacred and the best words in the vocabulary of human civilization is raised. That respect for the views of the common man is the most important things. Usually every human being is wrong though, confirms the value of equity. (omrani far, 2012)

Organizational justice to the feelings and perceptions of the fairness and equality refers to behaviors and relationships. (javadin, 2008)

2-1-1-Distributive justice:

Distributive justice reflects the perception of the amount of equity in the distribution and allocation of resources and rewards. In other words, some people are rewarded with performance linked, implies (Rezayian, 2009)

Distributive justice, equity theory Adams was derived from the perceived fairness of outcomes deals and constitutes an important potential applications in the fields of business, it is considered (Fernandes, & Raed, 2006, 701)

2-1-2- Interactional justice:
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Interactional justice aspects of the communication process, such as politeness, honesty and respect between the source and receiver are included. Interactional justice or engage in such a way that justice is transmitted by supervisors to subordinates. (Cohen & Spector, 2001, 278)

2-1-3- Procedural justice:
Procedural justice perceptions of the fairness of the current trends in compensation decisions for their services (not the actual distribution of income) deals, Such as current practices in the evaluation of performance at different levels of society, how to deal with complaints and conflicts, and the distribution of income among individuals (Flogger & Corpanzano, 1998)

Procedural justice is perceived fairness of the process used to determine the distribution of rewards.

Here is the question that can an employee who receives less reward than others, does not feel inequality or injustice? Due to procedural justice yes (Robbins, 2001).

2-2- Efficacy:
Albert Bandura's self-efficacy of social cognitive theory (1997), the famous psychologist, is derived from a person's beliefs or judgments of their abilities to perform the duties and responsibilities of the team. Ali tripartite pattern of behavior based on social cognitive theory, the environment and the individual. This pattern of interaction between behavior and environmental effects of individual factors (cognitive, emotional and biological), which describes the functions of the psychological perception refers to emphasize. According to this theory, causality in a tripartite system of motivation and influence their behavior.

2-3- Theoretical framework
Finally, with regard to what was explained by a model in this study according to the following diagram from the model Niehoff & Moorman (1993) for organizational justice and Scherer (1982) to assess efficacy and includes the effects of independent variables on the dependent variable

3 RESEARCH METHODOLOGIES

3-1- Type and Method:

In the present study, a descriptive study of branch correlation, based on objective, based on the type of applied research and data collection methods and practices, a survey research. In terms of research and gather information on when and how it is a cross-sectional study.

3-2- Statistical Society:
The study population included employees from six different areas of the municipality of Kermanshah in 1200 at 93 years of age are working. The sample size of 291 patients was obtained using Cochran formula. Method and sampling was done randomly.

3-3- Data and their degree of reliability:
Data for this study were collected using both library and field. The main instrument of data collection in this study, a questionnaire designed to measure perceived organizational justice standard questionnaire Niehoff & Moorman (1993) and to assess the efficacy of a standard questionnaire Scherer (1982) is used.
In order to obtain the reliability of Cronbach's alpha coefficient was used for the test. So that before the final implementation, 30 were randomly selected sample, the questionnaires were distributed among them and using the data obtained from the questionnaire and SPSS software reliability using Cronbach's alpha coefficient.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Number of Questions</th>
<th>The Cronbach's alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Justice</td>
<td>20</td>
<td>0.959</td>
</tr>
<tr>
<td>Distributive justice</td>
<td>5</td>
<td>0.927</td>
</tr>
<tr>
<td>Procedural justice</td>
<td>6</td>
<td>0.859</td>
</tr>
<tr>
<td>Interactional justice</td>
<td>9</td>
<td>0.936</td>
</tr>
<tr>
<td>Efficacy</td>
<td>17</td>
<td>0.940</td>
</tr>
</tbody>
</table>

(Source: Research data)

3-4- Way analysis of data:
To analyze the data from the questionnaires using SPSS software, descriptive and inferential statistics were conducted in two parts:

In the Pearson correlation and regression statistical tests were used.

**4- RESULT:**

Here, the data collected were analyzed using spss statistical software, descriptive and inferential statistics results are presented in two parts. the central part of the descriptive indices such as frequency, percentage, mean and standard deviation were used as indices of dispersion in the inferential statistical test, Pearson correlation and multiple linear regression was used in addition to normalizing kolmograph Smirnov normality test data is used.

**4-1- Descriptive statistics:**

According to the results of descriptive statistics on the demographic characteristics of the statistical sample, the following results were obtained:

1- The most frequent age category 41 to 50 years old sample of 119 per cent of 40/9 the lowest frequency sample of 22 patients aged more than 50 years to 7/6 percent.

2- The most common level of education at the undergraduate sample, equal to 115 percent of 39/5 and a bachelor's degree with a minimum frequency of 11.3 per cent. (It should be noted that the minimum degree of municipal employees Kermanshah Diploma and lower than previous years, retired or diploma or are engaged in servicing contractors who provide services under contract with the municipality are.)

3- The gender of the sample was 70% male and 30% of the sample was female.

4. The status of the sample was observed that 11/3% of the sample were married soon and 88/7 percent.
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4-2- Inferential statistics

4-2-1- Test hypotheses

Table 2. Testing Hypotheses.

<table>
<thead>
<tr>
<th>Title</th>
<th>hypothesis</th>
<th>Samples</th>
<th>Pearson correlation coefficient</th>
<th>Significant level</th>
</tr>
</thead>
<tbody>
<tr>
<td>The main hypothesis</td>
<td>there is a significant relationship between organizational justice and efficacy.</td>
<td>291</td>
<td>0/325(**)</td>
<td>0/00</td>
</tr>
<tr>
<td>Hypothesis 1</td>
<td>here is a significant relationship between procedural justice and efficacy.</td>
<td>291</td>
<td>0/243(**)</td>
<td>0/00</td>
</tr>
<tr>
<td>Hypothesis 2</td>
<td>There is a significant relationship between interactional justice and efficacy.</td>
<td>291</td>
<td>0/301(**)</td>
<td>0/00</td>
</tr>
<tr>
<td>Hypothesis 3</td>
<td>The relationship between distributive justice and efficiency are significant.</td>
<td>291</td>
<td>0/345(**)</td>
<td>0/00</td>
</tr>
</tbody>
</table>

Consequently, the main hypothesis:
According to the Pearson correlation coefficient between self and organizational justice 0/325 significance level can be zero, the significance level of the test error rate is less than 0/05, the hypothesis will be accepted, the positive relationship between organizational justice and self-efficacy are organizational Justice and increase their efficiency can be increased.

The results of subsidiary assumptions:
According to the above table it can be seen procedural justice, interactional and distributive has a significant positive correlation with efficacy requirements. this means that each component of equity to increase organizational efficiency increases.

4-2-2- Analysis of the relationship between organizational justice component of self-efficacy among municipal employees Kermanshah

Table 3. Table ANOVA

<table>
<thead>
<tr>
<th></th>
<th>The sum of squares</th>
<th>Degrees of freedom</th>
<th>Mean square</th>
<th>F</th>
<th>Significant level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression factor</td>
<td>5334/866</td>
<td>3</td>
<td>1778/289</td>
<td>14/127</td>
<td>.000(a)</td>
</tr>
<tr>
<td>Remaining Total</td>
<td>36126/688</td>
<td>287</td>
<td>125/877</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>41461/553</td>
<td>290</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

In the above table variables distributive justice, procedural justice and interactional justice as independent variables and Self-efficacy is as the dependent variable that as you can see that the value is equal to 127/14 Fisher and Significance level of the test is equal to zero Thus, the significance level of the test error rate is less than 05/0 and therefore there are significant differences between the independent variables tested.
Table 4: Table regression and efficacy of organizational justice.

<table>
<thead>
<tr>
<th>Factor</th>
<th>Standardized coefficients</th>
<th>Standard deviation</th>
<th>Factor</th>
<th>t</th>
<th>Significant level.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed regression</td>
<td>51/255</td>
<td>2/804</td>
<td>Distributive justice</td>
<td>.625</td>
<td>.179</td>
</tr>
<tr>
<td>Distributive justice</td>
<td>.625</td>
<td>.179</td>
<td>Procedural justice</td>
<td>-.289</td>
<td>.265</td>
</tr>
<tr>
<td>Interactional justice</td>
<td>-.289</td>
<td>.265</td>
<td>Interactional justice</td>
<td>.308</td>
<td>.174</td>
</tr>
</tbody>
</table>

The dependent variable in the regression model is considered self that according to the above table it can be seen that not standardized regression coefficient regression constant factor equal to 51/255, distributive Justice variable equal to 0/625, not standardized regression coefficient equal procedural justice -0/289 and not standardized regression coefficient is equal to 0/308 interactional justice according to the level of significance of each factor can be observed a significant level of distributive justice to 0/001 test error rate is less than 05/0 thus the regression variables with Self-efficacy is significantly positively related to distributive justice and procedural justice and interactional justice, given that the level of significance of the regression error rate of 0/05 is not self-regression equation.

**Regression equation:**

Interactional justice 0/308 + Procedural justice 0/289 - Distributive justice0/625 = efficacy 51/255

\[ y = \frac{51}{255} + 0.625x_1 - 0.289x_2 + 0.308x_3 \]

Table 5: Correlation table regression model.

<table>
<thead>
<tr>
<th>Regression model</th>
<th>R</th>
<th>R^2</th>
<th>R Adjusted</th>
<th>The estimated standard deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0/359(a)</td>
<td>0/129</td>
<td>0/120</td>
<td>11/21949</td>
</tr>
</tbody>
</table>

According to the table it can be seen that the \( r = 0/359 \) due to the low value indicates that an increase in the independent variable in the model was not improves the prediction and correlation between independent variables and the dependent variable.

Figure 1. Path analysis of variables
5- CONCLUSIONS AND RECOMMENDATIONS

Spector believes that individuals with low efficacy in performing duties not believe in their ability and incentive to vigorous efforts will be (Spector, 2004). The research findings indicate that a significant positive relationship between organizational justice and efficacy there. Accordingly, due to the possibility of other rewards rights in particular municipal executive committee, can be used to motivate and increase efficiency in the use of personnel. On the other variables in the regression equation obtained was found that distributive justice which vary significantly positively related to Self-efficacy and procedural justice and interactional justice, given that the error rate is less significant in the regression equation regression their efficacy. These results are consistent with the results Tabatabai (2011) and Sabour (2010).

The first hypothesis was found that a significant positive relationship between procedural justice and efficacy of municipal employees there. With according to the result of the tightening of the relationship suggests that:

Managers and municipal policies and regulations in all areas of application, to be identical. In other words, employees are trying to set goals and organizational goals improvement encouraged municipalities.

Also have positive and negative effects of management decisions on their employees to be considered. In terms of transparency and fairness of the implementation of these decisions.

The second hypothesis was found that a significant positive relationship between interactional justice and efficacy of municipal employees there. According to the result of the efforts to enhance this relationship suggests that:

- Managers should behave when dealing with their employees show of trust and respect.

The expectations that people have of their role and their organizational position, considering. also to be considered role expectations. For example, assure the people in your organization adapt to the role of incumbency or the role of incumbency to do with people and their temperament. In this case the role of the organizational roles, the value of and upon trying to fulfill the expectations of the organization.

The second hypothesis was found that a significant positive relationship between distributive justice and efficacy of municipal employees there. Given this result, to increase the relationship between distributive justice and Self-efficacy is recommended that:

- For staff to be helpful for them to benefit from their efforts and improve their job in the organization is.

- Managers and supervisors as part of the municipality always strive based on the amount of effort and reward their employees to pay a fee to their perceptions of organizational justice in the distribution.

- For staff in the evaluation of employees in the organization, additional effort is simply done by them.

- For any efforts of employees, rewarding considered.
- To provide field staff who always have more incentive to work harder for the rest of their careers. For example, to provide high-level education.

- Laws and regulations are formulated in such a way that decisions be made on behalf of all employees.

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