Examine the Relationship Between Organizational Justice with Job Satisfaction and Motivation and Presenting Some Strategies to Promote the Sense of Organizational Justice in Refah Bank in Kohgiluyeh and Byer-Ahmad

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ABSTRACT

Given the importance of job satisfaction and motivation for managers, today one of the most important and valuable issues of human resource management is organizational justice and its impact on job satisfaction and job motivation. This study examines the relationship of organizational justice aspects on job satisfaction and motivation. First, by using a standard questionnaire the needed data was collected from the target population (all bank employees of Refah bank in Kohgiluyeh and Byer-Ahmad). The Pearson correlation test was used for data analysis to evaluate the research hypotheses. Also the linear regression was used to determine important predictive factors in job satisfaction and job motivation. The results show that distributive justice at level of 1% and interactional justice at level of 5% have a significant positive relationship with job motivation. The most important factors in predicting job motivation are distributive justice and procedural justice. Also the results showed that all three dimensions of organizational justice have a significant positive correlation ($p < 0.05$) with job satisfaction. Ultimately the results showed that the most important dimensions of organizational justice in predicting and explaining job satisfaction are distributive justice and interactional justice. According to the results of this research distributive justice is the only factor of three factors that in the results of correlation and regression effects on both job motivation and job satisfaction variables. Therefore distributive justice as the most important factor of organizational justice will be introduced in the study.

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INTRODUCTION

Today one of the most important and valuable issues of human resource management is organizational justice. This indicates that human resources management as one of the valuable capitals is important to managers. On the other organizations in the competitive environment seek the customer satisfaction and attract them which are necessary for their survival and perpetuation. It would not be possible, unless special attention to organizational justice because justice is known as a crucial factor for the survival of organizations and social systems. Nowadays, organizational justice is taken into consideration to human resource management more and more, because the success of any organization, especially service organizations is relates to how employees interact with customers. The necessity and importance of the organizational justice are more considered because of the critical role of employees in customer service and attract their satisfaction about personal problems because the fair treatment of organization with employees leads to appropriate interact and deal of staff with customer and ultimately increases their loyalty and satisfaction which ensures the survival of the organization in the long run. In this regard, this study was conducted to examine the relationship between organizational justice and job satisfaction and motivation and present some strategies to promote the sense of organizational justice in Refah bank in Kohgiluyeh and Byer-Ahmad.

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2- Speech issue: 

The Justice and its implementation is one of the basic and innate needs of human which has constantly provided an appropriate framework for the development of human societies. Theories of justice developed in parallel with the development of human society and its domain is drawn from religions and philosophical theories to empirical researches. After the industrial revolution and the mechanization of human societies, Organizations have effected on human life so that every human being from birth to death is directly related to and today, life is inconceivable without organization. So the implementation of justice in society is dependent on the presence of justice in organizations [4]. 

Throughout history one of the basic human desires was the implementation of justice and its realization in the society. In this regard, various human and divine schools and theories have been proposed solutions to explain and establish it. The first definitions of justice have been attributed to Socrates, Plato and Aristotle. One of the most important questions of Socrates was about the nature of justice. After Socrates, his student, Plato in The Republic book -his most important work- called justice a discussion that is the first and oldest detailed discussion about justice in ancient political philosophy [11].

Although Organizational justice has several factors but the existence of it in the organization increase motivation and consequently improve the organization that among its positive effects we can refer to increasing the productivity and employees' salaries and benefits that totally can result in job satisfaction. The job satisfaction creates a cycle, i.e. job satisfaction increase motivation, and motivation lead to justice.

According to Plato, justice is achieved when in a state everyone do what deserves to. The just man is a person who the three components of his soul (anger, passion and intellect) are coordinated under the rule wisdom [1].

So justice and its establishment have been raised as a requirement for the human societies. Abraham Maslow as the most prominent psychologist in the field of motivation posed a hierarchy of human needs that although Justice has no place in this hierarchy, but, Maslow was aware of its importance and warned of the consequences of injustice. Maslow introduced justice as a fundamental need and placed it with fairness, honesty and discipline in a group and introduced them as the fundamental preconditions to meet the needs.

The Organization and be organized are an integral part of our lives. Before birth we are in the womb and protect by organizations, come to the world in a medical organization, we are trained in many organizations and at the proper time we will be working in an organization and simultaneously we have relationship with various organizations and Finally, in an organization with a special ceremony of the funeral and burial we leave the world stage. So people spend most of their lives in organizations or in relation with organizations, and this shows the importance of organizations in the world today. But what studies and researches have been done about justice in organizations? The organizational justice is widely studied in the fields of management, applied psychology and organizational behavior.

Researches show that justice processes play a major role in the organization and how to deal with people in the organizations may affect beliefs, feelings, attitudes, and of employees. Fair treatment of the organization with staff generally leads to their high commitment to the organization and their functional citizenship behavior. On the other hand, people who feel injustice, they are more likely to leave the organization or show low levels of commitment and may even start to abnormal behaviors like revenge. Therefore, understanding how people make judgments about justice in their organizations and how they respond to the perceived justice or injustice are private basic arguments for understanding organizational behavior [15].

According to objective definition the motivation is a hypothetical case in living creature which is used to explain the choices of goal-oriented behavior. According to subjective definition the motivation is experienced as a wish or desire. The motivation fundamentally is everything that moves living creature and causes its movement. In psychologists' view, all of the factors that make the creature including human to activity and leads him in a particular direction is the motivation. The motivation is the first constituent element of behavior.

Keynes Berg et al divide job satisfaction into two types. The first is outer satisfaction that comes from two sources. One, a pleasure feeling that individual achieves solely from employment and activity and also a pleasure feeling that achieves by viewing or doing some social responsibilities, showing the individual capabilities and tastes. The other is inner satisfaction that is related with the conditions of employment and workplace and constantly changing. These factors include the workplace, Wages and bonuses, and the type of work and the relationship between employee and employer. Meanwhile, the inner satisfaction is more stable than the outer satisfaction [6].

As noted, although the initial studies on justice go back to the early 1960s and the works of J. Stacy Adams, however, most studies on justice in organizations began since 1990. According to a report published in this context, almost 400 applied researches and more than 100 basic researches on issues of justice in organizations have registered until 2001. In one direction in these studies researchers have been seek to determine the sources or centers of justice; it means, what or whom the staff knows as the agent of injustice in organization.
Now the question is what impact organizational justice has on motivation and job satisfaction and what strategies to promote the sense of organizational justice in the Refah Bank in province there are?

**Literature:**

Ghafori *et al* [7] in their article entitled "examine the relationship between the components of organizational justice with organizational commitment of employees of the municipality of Esfahan" investigated the relationship between organizational justice and organizational commitment of employees of central and regional municipalities of Esfahan. The results showed that the organizational justice and its three components have a significant positive correlation with each of the areas of organizational commitment i.e. affective organizational commitment, normative organizational commitment and ongoing organizational commitment. The results of multiple regression analysis showed that the three types of organizational justice i.e. distributive justice, procedural justice and interactional justice have a significant multiple correlation with organizational commitment.

Also, Parhizkar suggests that job satisfaction is a factor that increases the efficiency and Sense of personal satisfaction. A study entitled investigating and comparing the job satisfaction of Employees of Education conducted in Yasuj. The results indicated that teaching and nonteaching staff with different degree have the same level of job satisfaction. But there is a significant difference between job satisfaction of men and women teaching and non-teaching staff and women enjoy greater job satisfaction to men.

Kaldi and Askari [9] believe that job satisfaction leads to increase productivity, organizational commitment, physical and mental health and thus a high morale in individuals so they are satisfied with their life and seek new job skills and finally promote their performance.

Noorbakhsh & Mir Naderi [12]. The Multiple correlation between organizational climate and job satisfaction showed that the three factors of organizational climate (purpose, role and bonuses) and the two factors of job satisfaction (labor, management) are the best predictors of job satisfaction of PE teachers. In general, the results of this study showed that there is a relationship between organizational climate of the Ahwaz high school PE teachers and job satisfaction.

The research findings of Mirkamali and Narenji Sani [13] that evaluate the quality of work life and job satisfaction among faculty members of Tehran Universities and Sharif University Of Technology imply that Tehran's University teachers and Sharif University Of Technology have a relatively unfavorable level of quality of work life and have a relatively high level of job satisfaction. Also the components of quality of work life and job satisfaction are positively correlated. Furthermore, there is a significant difference between the quality of work life and job satisfaction of faculty members of the mentioned Universities, and only there is little difference in terms of integration and social cohesion which are of aspects of the quality of work life. In other words, faculty members of Sharif University Of Technology have higher integration and social cohesion to Tehran University professors.

Alexander and Randrmn [14] also emphasize that the feeling of justice in organization (distributive and procedural) directly effects on the movement and turnover tends. Moreover, the sense has been effect on job satisfaction, trust on managers, organizational conflict, tension, stress, and evaluations of supervisors.

The research of Blakly *et al* [16] showed that organizational justice is positively related to citizenship behavior). These findings support previous researches and suggest that fair workplace is important for improving the performance and organizational citizenship behavior.

Nabatchi *et al* stated that the complex models of organizational justice are required to be applied to mediate in the workplace therefore, by creating the motivation and job satisfaction in teachers, they will be persuade to more trying and better quality management. Developing a sense of responsibility in teachers for what they do, confidence and dealing with problems and situations, mutual respect, faith and abilities and personal values are important factors that Education authorities should take into consideration. Lack of job satisfaction also reduces morale and low morale in work causes mental disorder and some indicators of low morale are absenteeism at work, anxiety, delay in work, labor turnover, early retirement, irrational and violent conflicts of managers.

**Research Hypotheses:**

There is a significant correlation between distributive justice and job motivation of employees of Refah bank in Kohgiluyeh and Byer-Ahmad.

There is a significant correlation between procedural justice and job motivation of employees of Refah bank in Kohgiluyeh and Byer-Ahmad.

There is a significant correlation between interactional justice and job motivation of employees of Refah bank in Kohgiluyeh and Byer-Ahmad.

There is a significant correlation between distributive justice and job satisfaction of employees of Refah bank in Kohgiluyeh and Byer-Ahmad.

There is a significant correlation between procedural justice and job satisfaction of employees of Refah bank in Kohgiluyeh and Byer-Ahmad.
There is a significant correlation between interactional justice and job satisfaction of employees of Refah bank in Kohgiluyeh and Byar-Ahmad.

**Conceptual model of research**

**Research Methods:**

The research is objectively an applied one and in terms of how to obtain data is non-experimental which has the nature of the survey and in terms of data analysis is quantitative and cross correlation. The population includes all employees of Refah bank in Kohgiluyeh and Byar-Ahmad. According to statistics from the Refah Bank, the staff population of Refah bank in the province is 111 people. The counting all method used to determine the sample size and 111 employees of Refah bank selected as the sample.

This research is a field research. The theoretical part of the study conducted by using library resources. The needed information obtained by using the library, digital library, indexed journals, related articles and web cyberspace. And in the descriptive and analysis part the standard questionnaire of organizational justice with 20 item by Neihoff and Moorman used to analyze the organizational justice, the standard questionnaire of job satisfaction consisting of 21 questions by Specter uses to measure job satisfaction and the standard questionnaire of job motivation with 25 item by Hackman and Oldham uses to measure the job motivation. The reliability and validity of questionnaire will be approved before running them.

The standard questionnaire of organizational justice with 20 item by Neihoff and Moorman used to analyze the organizational justice that reliability and Cronbach's alpha coefficient for this scale was 0.70. The standard questionnaire of job satisfaction consisting of 21 questions by Specter used to measure job satisfaction that reliability and Cronbach’s alpha coefficient for this scale was 0.82. And the standard questionnaire of job motivation with 25 item by Hackman and Oldham used to measure the job motivation that reliability and Cronbach's alpha coefficient for this scale was 0.85.

The data were processed after gathering them. The purpose of the processing is to prepare data for statistical analysis and tests. This phase is called the data trial. The coding processes, Data Extraction and transfer them to the computer are done after completing the questionnaire and after the process of data processing, the statistical analyzes (descriptive and economic) are performed by using spss software and Excel.

Due to the nature of the research, the collected data is including the quantitative or quantification data that by closed-end questions (such as Likert scale) were collected. To analyze the data and in order to test the study hypotheses and discover the significant relationships between dependent and independent variables, descriptive statistics such as frequency, Percentage, mean and inferential statistics such as correlation analysis method by using Pearson's correlation statistics (were used to describe the extent of correlation and regression).

**Inferential statistics Analysis:**

To achieve the goals in addition to the descriptive statistics (mean and standard deviation) the inferential statistics such as Pearson's correlation test were used between the independent variables (organizational justice aspects) and dependent variables (job motivation and job satisfaction) of study and the results is presented below.

There is a significant correlation between distributive justice and job motivation of employees of Refah bank in Kohgiluyeh and Byar-Ahmad.

To determine the relationship between distributive justice and job motivation the Pearson's correlation coefficient was used. Also the pattern of Davis was used to describe the correlation between variables. According to this pattern, correlation described as follows [8].

- partial correlation = 0/01 - 0/09
- low correlation = 0/1 - 0/29
- moderate correlation = 0/3 – 0/49
- high correlation = 0/5 – 0/69
- very high correlation = 0/7 – 0/99
- full correlation = 1
As the table shows, the relationship between distributive justice and job motivation is significance at the level of 1%, the hypothesis test results indicate that these two variables have a positive and significant relationship with each other (r = 0.307 and p = 0.004). The results showed the correlation between distributive justice and job motivation described at a moderate level so the first hypothesis of this study that there is a significant relationship between distributive justice and job motivation is confirmed.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Correlation Coefficient (r)</th>
<th>Significance (p)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distributive Justice</td>
<td>0.307</td>
<td>0.004</td>
</tr>
</tbody>
</table>

Source: research findings **: significant at 1% level *: Significant at 5% level, ns: No significant

There is a significant correlation between procedural justice and job motivation of employees of Refah bank in Kohgiluyeh and Byar-Ahmadi:

To investigate the relationship between procedural justice and job motivation Pearson correlation test was used. As the table shows, the relationship between procedural justice and job motivation is not significant; So there is no relationship between these two variables (r = 0.183 and p = 0.098). Thus, the hypothesis that there is a significant relationship between procedural justice and job motivation is rejected.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Correlation Coefficient (r)</th>
<th>Significance (p)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Procedural Justice</td>
<td>0.183</td>
<td>0.098</td>
</tr>
</tbody>
</table>

Source: research findings **: significant at 1% level *: Significant at 5% level, ns: No significant

There is a significant correlation between interactional justice and job motivation of employees of Refah bank in Kohgiluyeh and Byar-Ahmadi:

To examine the relationship between interactional justice and job motivation variables, the Pearson's correlation coefficient was used. As the table shows, the relationship between interactional justice and job motivation variable is positive and significant at the 5% level. And their correlation described at a low level (r = 0.263 and p = 0.015). Thus, the hypothesis that there is a relationship between interactional justice and job motivation is confirmed.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Correlation Coefficient (r)</th>
<th>Significance (p)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interactional Justice</td>
<td>0.263</td>
<td>0.015</td>
</tr>
</tbody>
</table>

Source: research findings **: significant at 1% level *: Significant at 5% level, ns: No significant

There is a significant correlation between distributive justice and job satisfaction of employees of Refah bank in Kohgiluyeh and Byar-Ahmadi:

To examine the relationship between distributive justice and job satisfaction variables, the Pearson's correlation coefficient was used. As the table shows, the relationship between distributive justice and job satisfaction variable is positive and significant at the 1% level. And their correlation described at a high level (r = 0.531 and p = 0.000). Thus, the hypothesis that there is a relationship between distributive justice and job satisfaction is confirmed.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Correlation Coefficient (r)</th>
<th>Significance (p)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distributive Justice</td>
<td>0.531</td>
<td>0.000</td>
</tr>
</tbody>
</table>

Source: research findings **: significant at 1% level *: Significant at 5% level, ns: No significant

There is a significant correlation between procedural justice and job satisfaction of employees of Refah bank in Kohgiluyeh and Byar-Ahmadi:

To examine the relationship between procedural justice and job satisfaction variables, the Pearson's correlation coefficient was used. As the table shows, the relationship between procedural justice and job satisfaction variable is positive and significant at the 1% level. And their correlation described at a high level (r = 0.573 and p = 0.000). Thus, the hypothesis that there is a relationship between procedural justice and job satisfaction is confirmed.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Correlation Coefficient (r)</th>
<th>Significance (p)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Procedural Justice</td>
<td>0.573</td>
<td>0.000</td>
</tr>
</tbody>
</table>

Source: research findings **: significant at 1% level *: Significant at 5% level, ns: No significant
There is a significant correlation between interactional justice and job satisfaction of employees of Refah bank in Kohgiluyeh and Byer-Ahmad:

To examine the relationship between interactional justice and job satisfaction variables, the Pearson's correlation coefficient was used. As the table shows, the relationship between interactional justice and job satisfaction variable is positive and significant at the 1% level. And their correlation described at a high level (r= 0.527 and p= 0.000). Thus, the last hypothesis that there is a relationship between interactional justice and job satisfaction is confirmed.

### Correlation between interactional justice and job satisfaction

<table>
<thead>
<tr>
<th>Correlation</th>
<th>Significance (p)</th>
<th>Correlation Coefficient (r)</th>
<th>Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>0.000</td>
<td>0.527</td>
<td>Interactional Justice</td>
</tr>
</tbody>
</table>

Source: research findings **: significant at 1% level *: Significant at 5% level, ns: No significant

**Conclusion:**

Given the overall aim of the present study that was to investigate the impact of organizational justice aspects on job satisfaction and motivation of employees of Refah bank in Kohgiluyeh and Byer-Ahmad to present effective strategies to promote job satisfaction and motivation of employees of Refah bank in Kohgiluyeh and Byer-Ahmad and ultimately improve the performance of the employees. In the cross section between the results of job satisfaction items "I feel for the work that I do a fair amount of money paid to me" has the greatest average. The results show Maximum satisfaction from their employees' salaries. While the item "employees have advancement or promotion opportunities in the organization like elsewhere" has the lowest average, so the staff has least satisfaction of progress in their careers. Among the items of job motivation "the Standardization of works is not under my opinion" has the greatest and "I can do my job poor or very good" has the lowest average, so the Refah Bank staff has the lowest average of the will of doing job and the motivation to do it correctly. The results showed that among the various dimensions of organizational justice, distributive justice is greatest, so the Refah Bank staff in Kohgiluyeh and Byer-Ahmad is satisfied with bonuses and fairness in the payment of bonuses to the effort they do and also to the rest of effort and bonuses of employees. Finally the result of this study showed that five of the six hypotheses of the study confirmed. Of the three variables of organizational justice (distributive justice, procedural justice and interactional justice), distributive justice and interactional justice have a significant positive correlation with job motivation of employees of the Refah Bank in Kohgiluyeh and Byer-Ahmad. Therefore increasing distributive justice and interactional justice can improve the motivation of the bank employees. Also the results of multiple linear regression showed that distributive justice and procedural justice have a positive and meaningful impact on job motivation of employees of the Refah Bank in Kohgiluyeh and Byer-Ahmad. And in general with regard to the significance of the model and the standardized regression coefficients (beta) the distributive justice was introduced as the most important factor affecting the job motivation of employees. The results show all the three variables related to organizational justice aspects have positive and meaningful impact on job satisfaction. These results show an increase in job satisfaction of employees of the Refah Bank in Kohgiluyeh and Byer-Ahmad by increasing these three variables. The multiple linear regression analysis showed that distributive justice and interactional justice have a significant positive impact on job satisfaction of employees of the Refah Bank in Kohgiluyeh and Byer-Ahmad. And in general with regard to the significance of the model and the standardized regression coefficients (beta) the interactional justice was introduced as the most important factor affecting the job satisfaction of employees. The findings of the research are consistent with findings Flagr and Konosky Blgn and malr, Blgn, Witt and Nei.

**Applied proposals of research**

1. Today the greatest asset of any organization is its human resource. So the conditions and facilities should be prepared that each employee can develop their abilities and talents. This is not possible without the motivation and job satisfaction promotion.

2. Due to the significance of the relationship between distributive justice and job satisfaction and job motivation, it is proposed with regard to all the circumstances the correct implementation of distributive justice train to managers. Therefore, it is suggested that managers aside prejudice in decision making and decisions on the staff be same. The fair workload be considered for staff.

3. Given the difficulty of the task, the amount of staff attempt, do the job properly and carefullness in job pay the fair compensation to employees.

4. Due to the significance of the relationship between procedural justice and job satisfaction it is proposed with regard to all the circumstances the correct implementation of procedural justice train to managers.

The Job responsibilities evenly applied between staff.

The Promotion of employment should be fair for all employees.

5. Give the authority and independence to employees according to their conditions, expertise and skill.
5. The authorities are not indifferent to the problems of employees out of work and workplace.

REFERENCES