

## Relationship between Organizational Justice and Perceived Organizational Agility: Meditating the Effect of Achievement Motivation (A Case Study on Teachers' Viewpoints in Mahallat Azad University)

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### Abstract

The aim of this research is to determine the relationship between organizational justice and perceived organizational activity based on the mediating effect of job achievement motivation. The method of this research is descriptive-correlational. The population of the investigation included all professors in Mahallat Azad University (121 members) in the educational year of 2012-2013. Due to the small number of the population all of members were selected as sample. The data were collected through the library and survey method. The instrument of the research consisted of three researcher-made questionnaires: (a) Moreman and Niove (2001) organizational justice questionnaire ( $\alpha=0.91$ ); (b) the researcher-made organizational agility questionnaire ( $\alpha = 0.89$ ); (c) the researcher-made job achievement motivation questionnaire ( $\alpha = 0.94$ ). All questionnaires were set and calibrated according to 5-point Likert scale. To determine the content validity of the questionnaire, we consulted the experts. The data were analyzed through Pearson correlation and stepwise multiple regression methods. Generally the results of the research showed that there was a significant relationship between organizational justice in three dimensions (distributing, procedural, interactive) and organizational agility. The results also illustrated that the indirect influence of distributive justice on the enhancement of the perceived organizational agility was 0.019, the indirect influence of procedural justice on the enhancement of perceived organizational agility was 0.02, and the indirect influence of interactive justice on the enhancement of perceived organizational agility was 0.023. The results also showed that according to findings: RMSEA = 0.048, RMR= 0.029, GFI =0.96, AGFI =0.089, P (value) = 0.0072,  $df=2$ ,  $\chi^2=5.62$ , and illustrating the good fit of the case study.

**Keywords:** organizational justice, perceived organizational agility, success seeking motivation

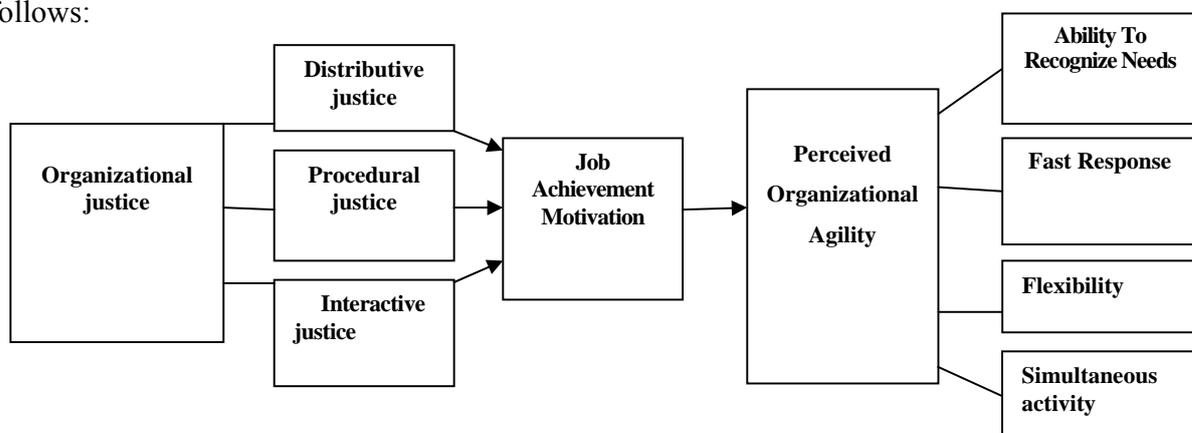
### Introduction

Justice plays a significant role in an organization and the way the individuals are treated in the organization may affect their behavior and attitude. The sense of injustice decreases achievement motivation in individuals to the extent which their purposive effort will be reduced (Shafeipour Motlagh et al., 2010). The investigations done by Groner (1993) showed that there is always a feeling of injustice in the educational systems employees towards the methods of recruitment and hiring and also promotion during job flows and organizational structure. Organizational justice refers to the expression of a feeling manifested by employees in response to the way they are treated. In other words, it is the perceived feeling of the employees towards the way they are treated (Thibaut and Walker, 2003, p 104). Perceived organizational justice in employees results in their organizational agility. Dictionary meaning of *agile* covers such senses as fast motion, nimble, active, and *agility* means to be able to move fast and easily (Gangully 2009). In today's world the title of

"agile organization" refers to any organization which is able to move fast and do various efficient activities simultaneously (Pan, Nagi, 2009). Agility is the result of being alert to the changes in a comprehensive way (the recognition of challenges and opportunities) in both internal and external environment (Braunscheidel, Suresh, 2009). Goldman et al (1995) believe that organizational agility is to value customers, to be prepared for encountering changes, to pay attention to the skills, and to create participation in employees. Aitken et al (2002) considered the ability to recognize the needs, fast response, flexibility and simultaneous activity as the characteristics of organizational agility. There is a relationship between the organizational agility and the achievement motivation. The achievement motivation or the motivation to succeed, is the enthusiasm for success which has been considered the most prominent need from the point of view of organizational behavior (Alavi, Etesami, 2009). The studies of Luthans (1992) have shown that the organizational factor organizational justice is the ultimate individual's emotional dependence on his job.

### Theoretical framework of the Research

The organizational justice means how to treat employees in a way that they feel they are treated justly. Some describe as covering three areas of distributive, procedural and interactive justice (Thibaut, Walker, 2003). In terms of the relationship between perceived organizational justice and organizational achievement seeking, studies of Ramezanejad et al. (2009) have shown a significant relationship among organizational factors such as the remuneration system, the enhancement of the organizational achievement sense among employees, and the prevention of job burnout. Actually, there is a correlation between perceived distributive justice and the enhancement of employees' achievement seeking. Success seeking employees are creative and according to Nikpour and Solajeghe (2010) there is a significant relationship between organizational agility and the employees' job satisfaction. According to Qumer, Henderson and Sellers (2008), the agile method is a relationship-oriented, flexible, fast and reactive method concentrated on the employees. In Ramesh and Duadason's view (2007), the structure of an agile organization makes it possible for the employees to easily establish relationship with the manager and feel satisfied. The achievement seeking motivation is based on perceived organizational justice enhances in the organization. The investigation of Pines et al (1998) has shown that the enhancement of achievement motivation prevents job burnout in teachers. Maslash et al. (1997) considered burnout as the consequence of emotional exhaustion, devoid of the individualistic characteristics (depersonalization), and the individual's operation reduction. According to Shafeipour et al (2011), based on the study of literature and the results of the investigations above, the content model of the investigation is as follows:



**Figure 1. The conceptual model of the research**

### Research hypothesis

1. There is a significant relationship between organizational justice (distributive, procedural, interactive) and perceived organizational agility.
2. Job achievement motivation mediates the relationship between the three dimensions of organizational justice and perceived organizational agility.

### Materials and Methods

The method of this research is descriptive- correlational. The population of the investigation included all the professors in Mahallat Azad University (121 members) in the educational year of 2012-2013. Due to the small number of the population all of the members were selected as sample. The data were collected through the library and survey method. The instrument of the research consisted of three researcher-made questionnaires: (a) Moreman and Niove (2001) organizational justice questionnaire; (b) researcher-made organizational agility questionnaire; (c) researcher-made job achievement motivation questionnaire. All questionnaires were set and calibrated according to a 5-point Likert scale. To determine the content validity of the questionnaire, we consulted the experts. The data were analyzed through Pearson correlation and stepwise multiple regression method and structural equation model.

**Table 1. The reliability coefficient of the questionnaires used in the research.**

Row	Questionnaires	Number of items	The reliability coefficient by Cronbach's $\alpha$ method
1	Moreman and Niove organizational justice questionnaire	21	0.91
2	researcher-made achievement motivation questionnaire	10	0.94
3	researcher-made job achievement motivation questionnaire	11	0.89

### Testing research hypothesis

**Hypothesis one:** *There is a significant relationship between organizational justice (distributive, procedural, interactive) and perceived organizational agility.*

According to the results of Table 2, organizational justice (distributive, procedural, interactive) and perceived organizational agility had a significant relationship. According to  $\beta$  coefficient, for one unit increase of the distributive justice, the value of the perceived organizational agility increased up to 0.48 units, and for one unit increase of the procedural justice, the value of perceived organizational agility increased up to 0.49 units, and for one unit increase of the interactive justice, the value of the perceived organizational agility has increased up to 0.72 units. According to the results of Table 2, distributive justice has exclusively illustrated 0.29% of the variance of perceived organizational agility. Procedural and interactive justice covered 0.14% and 0.42% of the perceived organizational agility, respectively.

**Table 2. Multiple stepwise regression for predicting perceived organizational agility based on organizational justice.**

	$\beta$	Sted.error	$\Delta\eta^2$	t	Sig	R	$R^2$	$\Delta R^2$	F	sig
The first stage										
Constant	4.638	1.614		1.181	0.021	0.537	0.288	0.574	418.682	0.001
coefficient	21.492	0.093	0.462	17.748	0.001					
Distributive justice										
The second stage										
Constant	12.372	3.273		4.126						
coefficient	0.594	0.081	0.628	16.592	0.001					
Distributive justice	0.473	0.414	0.574	9.406	0.001	0.381	0.145	0.468	342.545	0.001
Procedural justice					0.001					
Second stage										
Constant	8.664	3.563		2.234	0.001					
coefficient	0.673	0.548	0.485	14.284	0.001					
Distributive justice	0.518	0.674	0.489	12.114	0.001					
justice	0.731	0.452	0.728	6.962	0.001	0.649	0.421	0.739	266.924	0.001
Procedural justice										
Interactive justice										

**Hypothesis two:** *Job achievement motivation mediates the relationship between three dimensions of organizational justice and perceived organizational agility.*

**Table 3. Tested directions in the structural equation pattern**

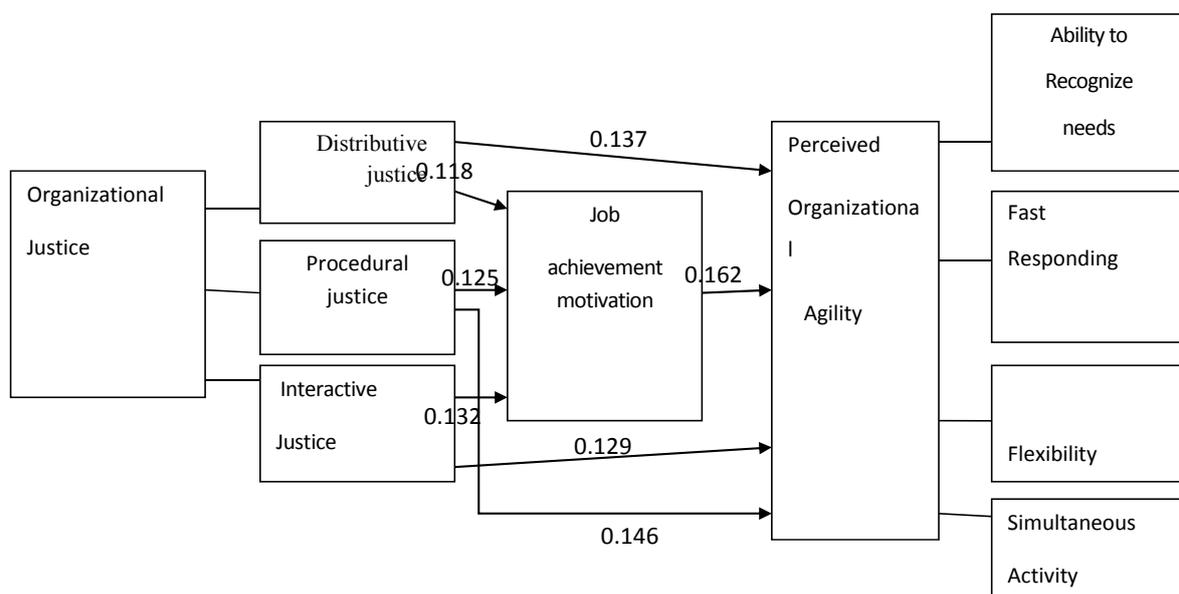
Row	research variables	perceived organizational agility			job achievement motivation		
		Direct influence	Indirect influence	Total influence	Direct influence	Indirect influence	Total influence
1	The job success seeking motivation	0.162	0	0.162	0	0	0
2	Distributive justice	0.137	0.019	0.156	0.118	0	0.118
3	Procedural justice	0.129	0.020	0.149	0.125	0	0.125
4	Interactive justice	0.146	0.023	0.169	0.132	0	0.132

According to the results of Table 3, the direct influence of distributive justice on the enhancement of the perceived organizational agility was found to be 0.37. The direct influence of

procedural justice on the enhancement of the perceived organizational agility was 0.129, and the direct influence of interactive justice on the enhancement of perceived organizational agility was 0.146. The indirect influence of distributive justice on the enhancement of the perceived organizational justice was 0.019. The indirect influence of procedural justice on the enhancement of the perceived organizational justice was 0.020. And the indirect influence of interactive justice on the enhancement of the perceived organizational justice was observed to be 0.023.

**Table 4. The indices of the empirical model of the research**

RMSEA	RMR	GFI	AGFI	P(value)	df	$\chi^2$
0.048	0.029	0.96	0.89	0.0072	2	5.62



**Figure 2. The empirical model of the research**

According to the results of Table 4, RMSEA= 0.048 , RMR =0.029 , GFI=0.96,AGFI=0.89 P(value)= 0.0072 ,df = 2 and  $\chi^2 = 5.62$ , which illustrates a good fit of the model under study.

**Discussion and Conclusion**

Organizations should be agile enough to obtain competency and take the maximum advantage of the available resources. Goldman et al (1995) believe that organizational agility is to value customers, to be ready to deal with changes, and to pay attention to skills and create participation among the employees. In such an environment, achievement motivation will be developed in employees. The achievement motivation or the motivation to be successful is the fervor for success which has been the most prominent need in terms of the organizational behavior (Alavi and Etesami, 2009).The results of the research for the first hypothesis showed a significant relationship between organizational justice (distributive, procedural, interactive) and perceived organizational agility. In terms of the relationship between perceived organizational justice and organizational achievement motivation, the findings of Ramezaninejad et al. (2009) illustrated a significant relationship between structural factors of the organization, such as the remuneration system, and the enhancement of achievement motivation in the employees and the prevention of job burnout. The findings of Luthans (1992) showed that the organizational factor organizational justice

is ultimate individual's emotional dependence on his job and organization. The results of the research about the second hypothesis illustrated that job achievement motivation mediated the relationship between three dimensions of organizational justice and perceived organizational agility. According to Shafeipour Motlagh et al. (2011), the results of Layman's studies (2003) showed that perceived organizational justice results in the enhancement of employees' occupational attachment in the organization and consequently improves the achievement motivation in the employees. The investigations of Pan and Nagi (2009) explain that organizational achievement motivation is affected by the way organization treats its employees. As long as the employees are not satisfied with the way they are treated by managers and the organization, they do not show any tendency to stay in the organization and consequently they do not seek promotion. The results of the research represent a good fit.

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