

# Investigation of the relationship between organizational justice and employees' self-management in Arak Municipality

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## Abstract

The main aim of this study was to investigate the relationship between organizational justice in three dimensions (i.e. distributive justice, policy justice and intercourse justice) and self-management. These procedures have been done by study in library and Internet sources. On the other hand, the study was a kind of practical research and collecting data has been done by descriptive and correlation method. The initial samples were 2500 employees who worked in Arak municipality, but total number of them was 350 employees. The instrument for collecting data was questionnaire and in statistical analysis section, in order to measure the normality of test, Kolmogorov-Smirnov has been used. Then for analyzing research hypotheses, Pearson correlation coefficient was used for measuring the amount of relationship between organizational justice and self-management. Obtained results of hypotheses indicated that three hypotheses were accepted and also there was positive and meaningful relationship between organizational justice and self-management.

**Keywords:** Organizational justice, distributive justice, policy justice, intercourse justice, employees' self-management.

## Introduction

Recently, there is more emphasis on organizational justice and having fair manner with employees. In other words, the impact of these indexes has

been investigated on individual and organizational efficiency and the importance of them has been proved in order to access on strategic aims. So, the more consider to employees as an important property in organization causes the more successful organization.

During historical period, one of the most important requirements for developing human society was justice and conducting it. Many studies have shown that Organizational Justice may effect on feelings, attitudes and behavior in employees. Generally, fair behavior on employees lead to more commitment on them. On the other hand, when people have unfair feeling, there would be more probability to release the organization or they show low level of commitment on organization. Zhang, Nie & Luo (2009).

Conger & Fulmer(2003) pointed out that employees who receive fair behavior from their managers, do some works that are beneficial for organization. So, one of the most important problems for managers and organization is how employees think about justice in their organization and of course how they respond to interpreted fair or unfair behavior in organization. Justice often has been found as a kind of concept in organization and it named by justice organization.

Yurtseven, & Halici (2012) expressed that motivation is a complex concept which influenced by numerous individual and situational variables. So it is a process of satisfying employees' different needs and expectations. Robbins (2001) said motivation leads to have effort toward attaining a goal (Robbins, p.156).

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Some theories are different in their predictive strength such as Equity Theory, Goal-Setting Theory, Expectancy Theory, Need Theories and Reinforcement Theory (Robbins, 2001; Scott, Mitchell & Terence, 1982). On the other hand, (Schermerhorn, Hunt & Osborn 1997; Robbins, 2001) believed that job satisfaction is a general attitude towards one's job.

### *Self-management*

The concept of self-management developed in order to respond psychological needs. It has particular emphasis on internal forces for producing challenge, increasing g power in production and raising in managing ability in people.

There are not many researches about self management in Iran. Generally speaking, self –management has been defined as a process for giving orientation to personality trends, behavior and knowing people in order to accomplish goals or duties. It is presented as strong force for developing in all grounds because it has provided a model for every field. On the other hand, self–management consists of self-configuration, self-healing, self-optimization which have been regarded in this study.

### *Distributive justice*

Jee Stacy Adams expressed his equity theory about 40 years ago and he indicated that people preferred to get fair award for doing any work. In other word, they get award like their coworkers. Employees who have unequal feeling, respond to unfair manner by negative reactions such as refusing attempt, doing in a small quantities work, bad organizational citizen manner and in intense form, resignation from their office (Greenberg, 2002).

### *Policy justice*

Policy justice is realized justice which is process for determining in distributing award. It may effect on performance through the impact on attitudes. For example, when the lack of policy justice has negative effect on general attitudes toward organization and managers, absolutely, these negative attitudes have effect on performance. In other word, it claimed that policy justice is prominent when aim is arranging group.

### *Intercourse Justice*

Third type of justice in organization is intercourse justice. So, it includes a method for transfer-

ring organizational justice from managers to employees. (Scandura, 1999)

This justice is related to communication process like polite, honest and respect between sender and receiver. Because intercourse justice determined by managers' behavior, this is related to cognitive ,impression and behavior reactions or in other word, supervisor. So, when an employee has feeling of the lack of justice intercourse, maybe he has negative reaction to his supervisor rather than organization. Therefore, it will be expected that employee is unsatisfied from his direct supervisor instead of organization and he has less commitment on supervisor than organization. Also, his negative attitudes are related to supervisor ,mostly and a little part of these negative attitudes back to organization (Spector & Charash, 2001).

Regarding above discussion about self-management and three kinds of justice ,the following hypotheses are formulated:

### *Research hypotheses*

H1: There is meaningful relationship between distributive justice and self-management.

H2: There is meaningful relationship between policy justice and self-management.

H3: There is meaningful relationship between intercourse justice and self-management.

## **Methodology**

### *Participants*

The initial sample of this study were official and contract employees who were selected from Arak municipality and they were 2500, but total number of them were 350. Of course total number was 335 but in order to overcome some problems such as lack of answer or missing, questionnaire was given to 350 people. And finally, 340 questionnaires were corrected by the researcher.

### *Instruments*

There were two questionnaires in this study:

a) Standard organizational justice questionnaire: In order to measure independent variable which is organizational justice ,this questionnaire has been used .It includes 26 questions, question 1 to 13 is related to policy justice, question 14 to 17 is for distributive justice and question 18 to 26 belongs to intercourse justice. This questionnaire was made by Dr .Mohammad Moghiami.

B)Self-management questionnaire: It consists of 12 questions made by the researchers for measuring dependent variable which is self –management. Regarding three dimensions of self-management model, for each index, there would be three questions .a) For self-Configuration, questions 1 to 4. b) For self-Healing, questions 5 to 9. c)For self-optimization, questions 9 to 12.

In order to ensure the reliability of the questionnaire, at the piloting stage, it was administered to 40 people. Based on the data gathered and by using Cronbach's Alpha formula the reliability was calculated that indicated in table 1 below:

**Table 1. Reliability of instruments**

Justices	Cronbach's Alpha	Number of question
Policy justice	0.831	13
Distributive justice	0.896	4
Intercourse Justice	0.879	9
self-Configuration	0.873	4
self-Healing	0.844	4
self-optimization	0.789	4
Research questionnaire	0.845	38

As it is clear in table 1, Cronbach's Alpha for questionnaire is 84% and for other variables it is near to 1. So it is acceptable for this study.

### Procedure:

To achieve the objectives of this study the following procedures were taken by the researchers. At previously mentioned, first the sample of this study have been chosen from Arak Municipality and then , Standard organizational justice questionnaire was given to all subjects and then they ticked the Self-management questionnaire. This process was done by means of a five-point Likert scale questionnaire (Never/ Seldom/ Sometimes/ Usually/ and Always).

### Results and discussion:

Conducting tests and computing statistical analyses yielded important finding: first statistical analysis of employees in first hypothesis by using pearson correlation coefficient shows that there is significant relationship between distributive jus-

tice and self-management .As, it is indicated in table 2, H0 said that there is no correlation between two variables, it means (r=0).Regarding this matter that self –management consist of self-Configuration, self-Healing, Self-optimization, three variables have been measured in this study.

$$\begin{cases} H_0: \rho \neq 0 \\ H_1: \rho = 0 \end{cases}$$

Because sig=0.000 and it is <0.05 ,so H0 has been rejected and there is significant relationship among distributive justice, self-Configuration, self-Healing, Self-optimization and self-management. Therefore, first hypothesis was accepted,

**Table2. Descriptive statistics of the relationship between self-management and distributive justice**

Variables	Correlation coefficient	sig
Distributive justice	1	0.000
self-Configuration	0.498	0.000
self-Healing	0.461	0.000
Self-optimization	0.466	0.000
Self-management	0.524	0.000

In other word, positive correlation between distributive justice and other variables shows direct relationship.

For analyzing second hypothesis, again Pearson correlation coefficient has been used. As, it is indicated in table 3, H0 said that there is no correlation between two variables, it means (r=0).Regarding this matter that self –management consist of self-Configuration, self-Healing,, Self-optimization, three variables have been measured in this study.

$$\begin{cases} H_0: \rho \neq 0 \\ H_1: \rho = 0 \end{cases}$$

Regarding table 3, positive correlation coefficient in 0.05 meaningful level indicates meaningful relationship between policy justice and other variables. The correlation coefficient between policy justice and self-management is 0.718. So, second hypothesis was accepted

**Table 3. Descriptive statistics of the relationship between self-management and policy justice**

Variables	Correlation coefficient	sig
Policy justice	1	0.000
self-Configuration	0.670	0.000
self-Healing	0.624	0.000
Self-optimization	0.659	0.000
Self-management	0.718	0.000

**Table 4. Descriptive statistics of the relationship between self-management and Intercourse justice**

Variables	Correlation coefficient	sig
Intercourse justice	1	0.000
self-Configuration	0.809	0.000
self-Healing	0.675	0.000
Self-optimization	0.701	0.000
Self-management	0.802	0.000

In order to analyze third hypothesis, again Pearson correlation coefficient has been used. Table 4 shows that, H<sub>0</sub> was rejected, it means (r=0). Regarding this matter that self –management consist of self-Configuration, self-Healing, Self-optimization, three variables have been measured in this study.

$$\begin{cases} H_0: \rho \neq 0 \\ H_1: \rho = 0 \end{cases}$$

H<sub>1</sub> was accepted because all coefficients are positive and correlation coefficient between intercourse justice and self-management is 0.802.

Some pervious researches about organizational justice include (Eskew, 1993; Farh et al., 1990; Konovsky & Pugh, 1994; Organ, 1988, 1990; Organ & Ryan, 1995; Cohen-Charash, & Spector, 2001; Yilmaz & Tas-dan, 2009).

## Conclusions

The main aim of present study was to examine the relationship between self- management on different types of organizational justice. So, as

previously mentioned, there were three hypotheses which have mentioned these correlations. By utilizing Pearson correlation coefficient, three hypotheses were accepted. So self-management has a positive relationship with distributive justice, policy justice and intercourse justice.

Organizations are interested in having positive perceptions toward their employees and defined justice as giving equal shares to all employees or treating them equally. (Aydın, 2002; Yilmaz, 2010a).

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