Study the Relationship between Organizational Justice and Organizational Structure

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ABSTRACT

The purpose of this research was studying the relationship between organizational justice and organizational structure in the state agencies of Bokan city. The research method was descriptive-survey. The statistical population included all employees of the government offices of Bokan city which they are 2754 persons. The number of samples using Morgan table obtained 337 people. The inventory of organizational justice of Nie Hoof and Morman (1993) was used in order to data gathering and Robinz (1987) inventory was used for measuring organizational structure. The validity of the questionnaires was confirmed by a bunch of professors of management and its reliability was confirmed by Cronbach's alpha. In order to analyze the data Pearson correlation coefficient and Kolmogorov-Smirnov test was used. The results showed that there is significant negative relationship between organizational justice and organizational structure.

Introduction

Justice and its implementation is one of the basic and innate needs of human being which has provided a good ground for developing human societies during history. The theories related to justice are evolved in parallel with the development of human society and its range is extended from the theories of religious and philosophy to empirical studies. Some experts have called equity theory as the theory of justice because it focuses on fair distribution of revenues among humans to achieve a high level of motivation (Yahghobi et al,2009). The

employees, at least, are faced with two sources about implementation of justice in the organization or violate it. The most obvious of these source are supervisor or the direct individual manager. The supervisor has the full authority to subordinates he could have great influence on important implications, such as payments or the opportunities of promotion. The second source that the employees may attribute the justice or injustice to it, is the organization. Although this source is intangible but considering it is important (Ranjbarian,1996). Researches has shown that justice processes are playing an important role in the organization and how to deal with people in organizations may have impact on beliefs, feelings, attitudes and behaviors of employees. Therefore, understanding how people make judgments about justice in their organizations, and how they respond to perceived justice or injustice, are the critical topics to comprehend organizational behavior (Hosseinzadeh and Naseri,2007). The organizational structure is the result of organization design and the process of organizing and indicated how to distribute tasks, power and authority within the organization. If a good structure not designed for the organization, the organization will deviate from the path of its goals that its lowest result will be waste of corporate resources. In addition, the improper structure will cause tension and conflict in the organization and as well as, prevents the innovation in the organization. The structures of an organization can be complex ways in which the activities of the organization divided into known tasks and the coordination is provided among these tasks. The structure determines the method of performance of people but the work method of people determines the structure form of an organization. In fact, the structure is a very complex means or instruments to control that is formed in the process of mutual relations, it renews as permanent and yet it defines mutual relations (Rezaeian, 2003). Whether the organizational structure caused to strengthen the organizational justice is still controversial among experts and specialists of management. Thus, according to the above content main concern of the research was expressed. Thus the main purpose of this study was to investigate the relationship between organizational justice and organizational structure.

Theoretical Foundations

Organizational Justice

The organization and organizing is the integral part of our life. We are cared in the womb before birth by organizations, we open our eyes to the world in a medical organization, educating in many organizations and in time we are working in an organization and at the same time, we work with many organizations and have relationship with them, finally, we leave the world in an organization with special funeral and burial ceremony (Scott,2012:18). So the people spent most of their life in organizations or in the relationship with organizations and this reflects the importance of organizations in today's world but what researches and studies have been done about justice in organizations? Organizational justice is widely used in the fields of management, applied psychology and organizational behavior. Research has shown that justice processes play an important role in the organization and how to deal with people in organizations may affect beliefs, feelings, attitudes and behaviors of employees, Justice behavior with the staff from the organization, generally leads to higher commitment toward the organization and behavior citizenship. On the other hand, people who feel injustice, they are more likely to leave the

organization or show low levels of organizational commitment and may, even begin to have abnormal behaviors like revenge. So understanding how people make judgments about justice in their organizations and how they respond to perceived justice or injustice is the basic issue, especially for understanding organizational behavior (Boss,2001)

As mentioned above, although the initial studies return to the early 1960s and the works of J. Stacy Adams. However, most studies on justice in organizations were began in 1990. According to a report from published resources in this area, almost 400 applied research and more than 100 basic research focused on issues of fairness and equity in the enterprise has been registered since 2001. In one way, in these studies sought to determine the resources and centers of justice. This means that what or who are known of the employees as the makers of injustice. Understanding the justice is under the influence of:

1. consequences that a person receives from organizations

2. organizational procedures

3. Characteristics of the perceiver (Scot,2012:21)

Centers of Organizational Justice

New work in this area shows that employees are faced with, at least, two sources in the administration of justice or violating it. The most obvious of these sources is the supervisor or a direct manager of a person. The supervisor has the full authority to the subordinates. He could have important implications such as increasing payments or promotion opportunities for the subordinates. The second source that employees may be the justice or injustice attributed to it, is the organization as a whole. Although this source is subtler, but it is also important. Most of the time the people consider their organizations as independent social actors which are capable of implementing justice or violating it. For example, when employers (organizations) violate the contracts, the employees as well as, react to the action. Thus, according to a study of discrimination in organizations, the employees distinguish between discrimination from the supervisor and discrimination by the head of the organization (Cropanzano and Ambrose,2001). Another route that dealt in the field of research and development of organizational justice, is all types of justice in organizations, their preconditions and consequences. According to researchers in this field three types of justice in the workplace has been recognized that are:

Distributive Justice

About 40 years ago, a psychologist J. Stacy Adams presented his theory of equality and in this theory he suggested that people are willing, receive a fair reward toward doing work. In other words, as much as their colleagues benefit from the rewards of their work. According to Adams equality is achieved when employees feel that the ratios of inputs (effort) into outputs (reward) is equal to the same proportion of their colleagues.

Employees who feel the inequalities, respond to the inequality with negative reactions, including refusing to work, poor performance and poor organizational citizenship behaviors and in a severe form resigned from the job. Historically, equity theory focused on the perceived fairness of the rewards distributed among the people. This kind of justice has many applications in an enterprise environment and researchers, have examined the relationship between justice with many variables such as the quality and quantity of work. Due to the concentrations of the justice on these outcomes, it is anticipated that this form of justice responses mainly related to cognitive, emotional and behavioral reactions. So when a particular outcome is perceived to be unfair, this injustice can influence the feelings of a person (such as anger, satisfaction, pride or guilt), cognitions (for example, inputs and outputs distorted understanding of self or others) and ultimately behavior (e.g., performance or turnover) (Charash and Cropanzano,2001)

Procedural Justice

Due to changes researches in social psychology, as well as the study of justice in the organizations was changed from the merely focus on the results of reward allocation (distributive justice) to the focusing on the processes which cause to this allocation (procedural justice)

Procedural justice means comprehended justice of the process that is used to determine the distribution of rewards. Here it can be questioned whether it is possible that employee who receives less reward than others, does not feel inequality or injustice at all? The answer is positive due to procedural justice. This theme will be clear with an example. Suppose that there are two employees with the same qualifications and competence to perform a task and job responsibilities but one of them, is paid some more than another one. The policies of the payment of the organization includes many legal factors such as time of work, shift work and so on. The two employees are fully aware of the company's payment policy and have equal opportunities. Given these factors may be one of the two employees get more value than the other. However, another employee may feel, though less of a desire to pay him, but the pay is fair. Because the compensation policy, of the services of an organization is an open policy and is applied in an accurate manner without prejudice and bias. So the payment of utilizing this fair procedure is probably seen fair. Even if it is too low. By increasing the understanding of procedural justice, the personnel positively look at their organizations and managers, even if they complain of their promotions, payments and personal implications (Akhavan Kazemi,2008:113)

According to Leventhal there are six rules that when applied, will create fair procedures.1. Stability rule: a state that allocation of procedures must be constant for all during time.2. Law on prevention of discrimination and prejudice: a state that must prevent from gaining personal interests during the process of allocation. 3: the law of right: refers to the usefulness of the

information used in the allocation process. 4. The law of ability to modify: refers to existing opportunities to change an unfair decision.5.the law of agent: a state that considers needs, values and perspectives of all affected sectors by the allocation process and 6. moral rules: according to this rule the process of allocation must be consistent with moral and conscience values. organizational procedures show a method that the organization allocate the resources. Studies show that procedural justice related with cognitive reactions, feelings and behavior within the organization (e.g. organizational commitment). Thus, when a process results in a particular outcome when is perceived to be unfair (Rezaeean,2015)

Interactional Justice

The third type of justice in organizations, called interactional justice. Interactional justice, including the way that organizational justice is transmitted by supervisors to subordinates. This kind of justice related to the aspects of the communication process (such as courtesy, honesty and respect) between the transmitter and receiver of the justice. Because interactional justice is determined by the behavior of management, this type of justice associated with cognition, emotion and behavior toward management or in other words, related with the director. So when an employee sense of interactive injustice likely, show negative reaction to the supervisor rather than organization. Therefore, it is predicted that the employee be unsatisfied from his direct supervisor rather than the organization in general and the employee have less commitment to the director instead of the organization. Also his negative attitudes mainly towards the supervisor and a little part of these negative attitudes comes back to the organization. In Moorman view the distributive, procedural and interactional justice, are solidarity and each of them are distinguished aspects of organizational justice. He believes that organizational justice defined as the sum of distributive procedural and interactional justice (Akhavan Kazemi,2008:114)

Organizational Structure

The structure comprises all rules, regulations, procedures, standards, the decision-making, communication, sectors, businesses and integrating them and hierarchy of authority. The relatively simple and tangible concept of the structure, represents as an organizational chart that is a visible symbol of all the activities, communication practices and organizational processes. So it can be argued that the organizational chart is a summary of the facts of the organizational structure(Robbins,2012). The organizational structure should have the power of simplifying and expedite of decision-making, the good responsive to the environment and solve the conflicts between the units. The relationship between the principal organs of the organization and coordination between its activities and expressing the relationships inter-agency communication in terms of reporting from the tasks of structure (Daft,1991, P,210). many variables called as the dimensions of organizational structure,

including administrative components, independence, concentration, complexity, delegation of authority, separation, recognition, integrity, professionalism, safety monitoring, specialization, standardization and levels of vertical hierarchy. Among these factors, most scientists have the same opinion on three dimensions of complexity, formality and concentration as the original dimensions of organization and believe that somehow involve other dimensions of organizational structure (Gholipour,2001:78)

Components of the organizational structure

Complexity

The complexity refers to the extent of resolution that exits in the organization. The horizontal resolution shows the amount of separation limit between the units (Alaghe Band,2014). The foundations and basis of works which are done on the structure based on the theories of Max Weber (1947). He presented an idealistic form of organizational structure called bureaucracy. Two other researchers with names of Brenz and Staker (1961) provided two pattern of the organizations that placed in two ends of a continuum. The "mechanical" structure was one of these two models, that was very similar with the idealism organization of Weber (bureaucratic) and their "organic "structure was located in the contrast point of this structure. Hage (1965) referred to the characteristics of organizational structure that its amount or value of these characteristics is very different in various organizations. Therefore, it caused that do huge works in the path and the process of studying the form of organization (Hall,2012, p85-86). The purpose of the complexity, is the number of tasks or sub-systems that exists or done within an organization (Daft,2012, p,29)

Formality

The regulations that the organizations are legislating for doing works is a part of something that is called formality (Hall,2012, p107). The formality is defined as limit or level that was as regulations, procedures, instructions and written communication (AlagheBand,2014)

Formality refers to the standard level of organizational jobs. In the formal organization, organizational relationships explaining accurately, according to the organizational chart for employees and, if necessary, the subsequent changes also formally announced by the director but in the informal organizations, organizational relationships are expressed orally for staff and, if necessary, they naturally changed (Rezaeean,2012, p277). The written methods and documents are referred to the regulations that according them, the duties, instructions and commands that staff and members of organizations must comply, to be determined. In other words, formality refers to the extent that business or organization jobs are standardized (Daft,2012, p285)

Focus

Focus refers to the extent to which decision making is concentrated at a single point in the organization. The density of power in a point refers to the focus and

lack of density or low density indicates lack of focus (Alagheband,2013). The purpose of the concentration distribution of power within the organization, Power distribution is whether the decision is done only at the top of the pyramid organization, or the decisions are taken collectively. Focus refers to the levels of hierarchy authority that can make decisions. In centralized organizations, senior managers and those who are at the head of the organization have the right to decide. In decentralized organizations the decisions taken at lower levels. The focus in the hierarchy of authority, called to that level of authority, which has the powers of decision-making. When the decision to be taken in the top echelons of the organization, it called centralized organization. When decisions are delegated to lower levels of the organization, the organization is decentralized (Hall,2012, P,30)

Research Methods

The research method was descriptive-survey. The statistical population included all employees of the government offices of Bokan city which they are 2754 persons. The number of samples using Morgan table obtained 337 people. The inventory of organizational justice of Nie Hoof and Morman (1993) was used in order to data gathering and Robinz (1987) inventory was used for measuring organizational structure. The validity of the questionnaires was confirmed by a bunch of professors of management and its reliability was confirmed by Cronbach's alpha. In order to analyze the data Pearson correlation coefficient and Kolmogorov-Smirnov test was used.

Findings

In this section, using the Kolmogorov-Smirnov test, Pearson and regression the hypotheses of research were tested.at first, before implementation Pearson test, the non-parametric Kolmogorov-Smirnov test for normality of the data was conducted. The results of this test showed the normality of the data in the studied variables (table,1)

Table 1 Results Kolmogorov-Smirnov test

variable	The number of samples	mean	SD	Z	sig
Organizational structure	337	3.46	0.79	0.76	0.56
Formality	337	3.85	0.56	0.52	0.63
Complexity	337	3.92	0.61	0.68	0.57
Focus	337	3.30	0.69	0.88	0.65
Organizational justice	337	3.29	0.73	0.72	0.51

Also, results of Pearson test are shown in Table 2.

Table 2. results of Pearson test

Predictor variable	Standard variable	Correlation coefficient	sig
Organizational structure	Organizational justice	**- 0.51	0.003
Formality	Organizational justice	**-0.45	0.004
Complexity	Organizational justice	**-0.54	0.003
Focus	Organizational justice	**-0.58	0.004

Correlation is significant at the level of 0.05

According to the results presented in Table 2, since a significant level the variables of organizational structure (formalization, complexity and centralization), and organizational justice are lower than 0.05. then the relationship between variables is negative and significant and according to positive correlation coefficient between variables of the research, there is negative meaningful relationship between organizational structure and its components.

Discussions and Conclusion

The purpose of this research was studying relationship between organizational justice and organizational structure in the government agencies of Bokan city. Results of data analysis showed that there is significant negative relationship between organizational justice and organizational structure. Therefore, managers and officials should attempt to do affairs about organizational structure with organizational justice and in this way increase the amount of organizational justice in their offices.

The analysis of data showed that there is a significant negative relationship between formality and organizational justice. Since so far any research has not addressed the relationship between organizational justice and organizational structure. Therefore, a comparison cannot be made. So managers and officials should reduce the formality in the organization and in this way increase the value of organizational justice in the organization.

Results of the data analysis showed that, there is significant negative relationship between organizational complexity and organizational justice. Since so far any research has not addressed the relationship between organizational justice and organizational structure. Therefore, a comparison cannot be made.so managers and officials should attempt to reduce organizational complexity and in this way the value of organizational justice in the organization.

Results of the analysis showed that there is significant negative relationship between organizational focus and organizational justice. Since so far any research has not addressed the relationship between organizational justice and

organizational structure. Therefore, a comparison cannot be made. so managers and officials should attempt to reduce organizational centralization and in this way the value of organizational justice in the organization.

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