



# Checking the effect of organizational justice on the social capital of employees on service financial institutes (Case study of TEJARAT bank in ZANJAN)

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### ABSTRACT

In recent years according to the increase of the organizational justice and the effects of the that in results of the organizational systems in case of the reaching the goals and keeping the systems, it took different models and patterns and created new challenging system in order to prevent failing and collapsing and keep system away from dangers which are caused by fast environmental alters, though recent experiments are about checking the effect of the understandings from the organized justice based on the publican fund of the Tejarat Bank's employees . for this experiment about 4 theories are designed which are in case of the gathering information and ideas from Fernandez questionnaire 2006 and Publican fund questionnaire 1390 which in the end a 46 questions in form of a questionnaire has been formed and given among the Tejarat Bank employees which according to the normal grade of the alters and independency of mistakes and fouls from regression for experiments of theories and from analyzing experiment and toki in grading of organized justice alters in SPSS19 software as results showed up that organized justice and it's alters which conclude distributive justice , has positive and useful effects on the publican fund of the employees and also grading the organized justice alters showed up that distributive justice comes in the first place and procedural justice comes after it means the second place and in the end interactional justice took the third place of our grading system .

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### Introduction

Now days Human resources count as one of the most valuable organizational funds and one of the most significant factors in comparing organizations and at last they get counted as the rarest sources in knowledge-based economies.

To create unique ideas and innovative thoughts and to answer the huge environmental changes in an efficient way, you can use the most intangible values which are the employees (Soltani and co workers 1392).

What now days have been accepted as a belief among the expertise are Humans who has got a big role in operating the organization? Humans are those who give souls and new atmospheres to the soulless and tough hearted organizations and they make the system goals reached and achieved (Naderi and Safar Zade 1393). According to increasing of the attention to the organizational justice and its effects on the results of the organizational organs we can understand that in order to reach the goals and Continuation of the systems , they should use different models and patterns and they have to earn new and unique features in order to prevent the system and organization failing and collapsing and dangers of the fast environmental altering.

Now days reaching the goals of organization depends on the useful and efficient interaction of the it's employees and the primary outcome of the system is based on the organizational justice and publican funds. Conceptual justice is in the community and the society. Different aspects of the justice has a big role on the continuation of the system so in the results these aspects get defined in the system and they get called as organizational justice but today most of the employees of these organizations are not satisfied with these justice terms and they qualify these terms in their organizations so low. These injustice

which get observed by the employees cause the employees to be sensitive in maintaining them in their environments but these sensitivity don't lead the case to demonstrate or make any new efforts in changing the situation because they believe that affording to change this situation is just a useless endeavor which neither they aren't able to change the situation but also trying to change it would lead losing their jobs and professions and they believe it's not going to have a positive effects and outcome in the system(Rasooli 1392). As the matter of mentioned reasons now days organizational justice is counted like other important and significant alters in an organizational behavior, for instance organizational Commitment and job satisfaction have got an special place in terms of management.

As studies and researches show up positive growing way and studies and researches have got new things in this case. What's happening today shows that managers in new and modern organizations cannot ignore this subject because justice has been a human need and it is right now , if the organizations managers are seeking improvements and they want to increase the betterment of the system , they have to understand and feel the need of existence of the justice in their employees thoughts .(Sadeghi 1389)

On the other hand publican fund has been examined as a valuable fund beside man made funds and values, and other funds effects are just depended on publican fund (Imam Gholi 1390) actually publican fund has got a creator nature , it obliges people to create the values . to do the job in a appropriate way , and it makes them to reach their goals and wills and they accomplish their lifetime mission and duties (Nasr Isfahan and Co Workers 1392).organizations can understand the pattern of

interaction between the employees and the groups by identifying the publican funds of their systems , and they can lead their organization by using their publican funds.

Alters such as thrust , voluntary co working and alters like them in the publican funds can cause reduction and decrease in managing costs and official controls , managing advices and it can cause an increase in time and funds for system growing and more positive way .

By considering that publican funds are results of thrust and believes in community, organizations and systems must try to create a situation which publican funds become the only way of improving. Now we face this question which do organizational justice and it's depended alters have effect on publican fund of employees?

#### Theoretical framework

Funds for community and publican organizations, According to increasing importance of publican important factors which can cause an increase in publican funds are in the center of attention.

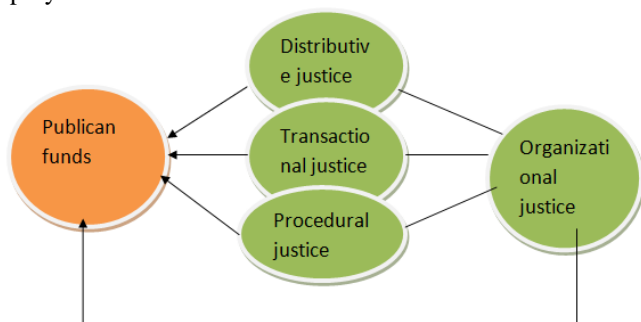
By considering that injustice can cause damages to human dignity, exiting of publican funds and decrease of national effort for interaction and threaten the community's systems, understanding the organizational justice is an important factor because these researches are about the effects of the organizational justice and it's depended alters on publican funds of employees. Researching theories are listed:

#### Primary hypothesis:

Organizational justice has important effects on publican funds of employees.

#### Secondary hypothesis:

1. Distributive justice has important effects on publican funds of employees.
2. Procedural justice has important effects o publican funds of employees.
3. Interactional justice has important effects on publican funds of employees.



Shape 1 - This conceptual model

#### Definitions of keywords

We are about to define keywords of research:

#### Organizational justice

In managing and organizations , the word “ Organizational justice “ was invented by Green Berg and in his point of view Organizational justice is linked with the understanding of employees from organization. perception of employees from equality and treating in a fair way can affect other alters which are related to system.(DeConinck 2010)

Organizational justice includes three different aspect of justice: Distributive justice, Procedural justice and Interactional justice which are defined below.

#### Distributive Justice

Distributive justice is concerned with the fair allocation of resources among diverse members of a community. Fair allocation typically takes into account the total amount of goods

to be distributed, the distributing procedure, and the pattern of distribution that results. In *Global Distributive Justice*, Armstrong distinguishes between distributive justice generally and principles of distributive justice .Armstrong defines distributive justice as the ways that the benefits and burdens of our lives are shared between members of a society or community. Principles of distributive justice tell us how these benefits and burdens *ought* to be shared or distributed.

Because societies have a limited amount of wealth and resources, the question of how those benefits ought to be distributed frequently arises. The common answer is that public assets should be distributed in a reasonable manner so that each individual receives a "fair share." But this leaves open the question of what constitutes a "fair share."

Various principles might determine of how goods are distributed. Equality, equity, and need are among the most common criteria. If equality is regarded as the ultimate criterion determining who gets what, goods will be distributed equally among all persons. (In other words each person will get the same amount.) However, due to differences in levels of need, this will not result in an equal outcome. (For example, every incoming freshman to a local college with a grade point above 3.0 might be offered a \$500 scholarship. This is a nice reward for students and parents who can afford the remaining tuition, but is of no help to families that cannot afford the additional \$6000/year fee to attend the school.)

Another possibility is to proceed according to a principle of equity, and distribute benefits in proportion to the individuals' contribution. Thus, those who make a greater productive contribution to their group deserve to receive more benefits. (Thus, in theory, people who work harder in more valuable jobs should earn more money.) This sort of distribution is typically associated with an economic system where there is equal opportunity to compete. In competitive systems, wealth or goods might also be distributed according to effort or ability.

Or, we might distribute goods according to need, so that an equal outcome results. Those who need more of a benefit or resource will receive more, as occurs when colleges offer needs-based scholarships, or states provide welfare payments to the poor.

Some suggest a system of competition that includes safety nets for those who cannot compete. This sort of system combines the principle of equity with that of need. It attempts to reward people for their productivity at the same time that it ensures their basic needs are met.

Finally, we might distribute resources according to social utility, or what is in the best interests of society as a whole. This is the argument that is frequently made by high-paid executives, who not only argue that they deserve their high salaries because of their contributions to their businesses, but they also argue that they are the "job creators," thus paying them highly benefits society as a whole. Others, however, think taxing them highly and using the income to provide services to the less fortunate would be of greater overall benefit to the society.

#### Procedural justice

The notion that fair procedures are the best guarantee for fair outcomes is a popular one. Procedural justice is concerned with making and implementing decisions according to fair processes. People feel affirmed if the procedures that are adopted treat them with respect and dignity, making it easier to accept even outcomes they do not like.

But what makes procedures fair? First, there is an emphasis on consistency. Fair procedures should guarantee that like cases are treated alike.

Table 1. The results of K.S test

Semantic level	Kolmogrof smirnof	Variables
0/252	1/053	Organizational justice
0/382	0/842	Distributive justice
1/160	1/160	Procedural justice
0/093	1/240	Interactional justice
0/252	1/018	Social capital

Figure 2 . Doorbin Watson test

Test result	Doorbin Vatson	Hypothesis	Hypothesis
Inerrant	1/642	Organizational justice - social capital Staff	Main
Inerrant	1/753	Distributive justice-social capital Staff	Sub - prime
Inerrant	1/669	Procedural justice-social capital Staff	The second prime
Inerrant	2/187	Interactional justice-social capital Staff	The third prime

Figure 3 . Test research hypotheses




Result		Estimation	The coefficient of determination	Correlation coefficient	Hypothesis
accept	decline				
		0/741	0/231	0/480	Organizational justice - social capital Staff
		0/451	0/165	0/406	Distributive justice-social capital Staff
		0/377	0/112	0/335	Procedural justice-social capital Staff
		0/481	0/192	0/438	Interactional justice-social capital Staff

Figure 4. Analysis the Variance of One way for ranking the Component Organizational justice

Levels of meaning	F	Mean-square	Degree of freedom	The sum of squares	
0.000	24/473	11/615	2	23/230	Between groups
		0/475	762	361/647	Within groups
			764	384/877	Total

Levels of meaning	Average deviation ( I-J )	Variable (J)	Variable(I)
0/000 0/003	0/4266 0/2003	Interactional justice----	Distributive justice Procedural justice -----
0/001	- 0/2263	Procedural justice-----	Interactional justice

Any distinctions "should reflect genuine aspects of personal identity rather than extraneous features of the differentiating mechanism itself.

Second, those carrying out the procedures must be impartial and neutral. Unbiased decision-makers must carry out the procedures to reach a fair and accurate conclusion. Those involved should believe that the intentions of third-party authorities are benevolent, that they want to treat people fairly and take the viewpoint and needs of interested parties into account. If people trust the third party, they are more likely to view the decision-making process as fair.

Third, those directly affected by the decisions should have a voice and representation in the process. Having representation affirms the status of group members and inspires trust in the decision-making system. This is especially important for weaker parties whose voices often go unheard.

Finally, the processes that are implemented should be transparent. Decisions should be reached through open procedures, without secrecy or deception. Many believe that procedural justice is not enough. Reaching fair outcomes is far more important than implementing fair processes. Others maintain that insofar as fair procedures are likely to "translate" into fair outcomes, they are of central importance.

#### **Interactional justice**

Bizomovag (1986) asserted that since any organization increase the importance of interaction of employees, meanwhile of the organization interaction, created new way of justice among organized system as Interactional justice. Interactional justice includes different aspects of communication such as treating etiquettes, honesty and respect among people and system in the other hand interactional justice refers to the quality of communication among people. Special qualities and appropriate and fair treats are judged by this aspect of justice. (Ahmadi Azarm 1388).

#### **Social Capital**

Social capital got defined by communities' experts for first time and it got used in researches and examinations. This aspect is popular in different branches of organizations and managements. Publican funds is kind of a service which involves people about how they should treat each other's and this way of treating has got so many positive point for people and systems (Broni 2009). Publican funds is a value which gets created by people of a communication to prevent taking advantage of any form of a fund. (Ganji and Soutode 1390). We can say that publican funds are capability of people for demanding rare supplement by joining them self in networks or different social systems. (Giordano and Co worker 2011 )

#### **Different ways of researching:**

These aspects are measured from 4 different aspects:

1. The Goal, application researches.
2. Different aspect, distributive researches.
3. The time of gathering information, survey researches.
4. The way of gathering information and data , library researches.

#### **Statistical Participants**

Statistical population of this research is members and employees of Tejarat Bank of Zanjan. According to pre information of this research statistical population is around 286 people in 1393. According to the small population of this research, the model size is all equal in this research. (N=n=286) despite of the fact that some questionnaire pages aren't answered carefully and some of them aren't received the final statistical population is around 255 questionnaire which they have got

checked and examined. (Percent of realization of questionnaires are 89 %.)

#### **Required tools for Data Gathering**

Questionnaire pages are gathered as information. In this research Fernandez questionnaire is researched as there different aspect of justice which are distributive justice and interactional justice and procedural justice (Said by Moghimi and Ramezan 1390, page 137) and Barghae Movahed questionnaire is researched for three different alters which are Structural and cognitive and communication and in the end 45 non-professional questions are gathered which questions are graded with five different measurement ( 5=too many 4=many 3=normal 2=low 1=too low )

#### **Different ways of explaining information**

In this way of researching, every theory is linked and research it's depended alters, because of the mentioned fact we use Regression to examine and test every theory although for every regression there are 2 pre loaded theory which we should check them before research:

1. Not having mistakes and errors: to check researches which are free from mistakes we should use Watson camera examination.
2. Having normal alters: to check having normal alters we should use Kolmogroff Smirnoff examination.

By having two different mentioned notes we can take use of Regression with only one alters and for grading different organizational justice alters according to have normal alters we can use Variance examination .

Note: to use mentioned examinations, you must have Spss 19 software.

1-8.Kolmogroff Smirnoff exam

To have normal alters in our researches we should use Kolmogroff Smirnoff. Results are below:

In table 1 statistic amount of Kolmogroff Smirnoff and the grade of understanding are give, according to the given statistic of organizational justice , distributive justice , procedural justice , interactional justice and social capital have got estimated errors around  $\alpha=0/05$  , we can say that we have normal alters.

2-8.Examination of not having mistakes

For checking the amount of not having mistakes we can use Dorbin Watson examination. In this examination  $H_0$ : not having mistakes  $H_1$ : having mistakes Dorbin Watson examination are given for each theory:

As you understand from Table 2, according to this test (Watson) the main hypothesis is equal to 1/642 and the first sub hypothesis is equal to 1/753 and the second sub hypothesis is equal to 1/669 and the third sub hypothesis in this research is equal to 2/187 and all of them are in this range: 1.5-2.5 .

So we can't decline hypothesis  $H_0$ . It means that there isn't any Correlation between faults. And they are true.

#### **Test research hypotheses:**

we did (Univariate regression) it and we used it for 4 hypothesis , so look at the result of them :

In the first row Correlation coefficient is 0/480 that shows the relation between organizational justice with social funds and the coefficient of determination is equal to 0/231 that shows organizational justice in only about 0/23. The result of this regression model is equal to organizational justice that shows the amount of estimation from acceptable error rate. ( $\alpha=0/05$ ) so according to this rate organizational justice has effect on social funds. According to this amount  $b_1$  is equal to 0/741. And it is positive. So we understand that organizational justice has positive and meaningful effects on social funds. In the second row of this table the amount of Correlation coefficient is equal to 0/406 that shows the relation between contributive justice with

social funds and the amount of the coefficient of determination  $R^2$  is equal 0/165 that shows distributive justice defines 0/16 of Publican funds and the others percent are related to another alters and results from regression models defines distributive justice which the amount is less than mistakes which are about  $a=0/05$  it means distributive justice has effects on publican funds which according to amount of  $B1$  that is equal 0/451 and it's a positive so we can estimate distributive justice has positive effects on publican funds.

In third row of the table number three Correlation coefficient is equal 0/335 and it explains the relation between interactional justice and publican funds and the amount  $R^2$  is 0/192 which shows interactional justice has got 0/192 of publican funds and others are related to the alters. results from regression models for interactional justice alters show that because of having mistake below  $a=0/05$  we can define that interactional justice has got effects on publican funds and according to final  $B1$  which is equal 0/377, it is a positive result so in the end we can understand from the table that interactional justice has positive and useful effects on publican funds.

In fourth row of the table number three Correlation coefficient is equal 0/438 and it explains the relation between interactional justice and publican funds and the amount  $R^2$  is 0/192 which shows interactional justice has got 0/192 of publican funds and others are related to the alters. results from regression models for interactional justice alters show that because of having mistake below  $a=0/05$  we can define that interactional justice has got effects on publican funds and according to final  $B1$  which is equal 0/481, it is a positive result so in the end we can understand from the table that interactional justice has positive and useful effects on publican funds.

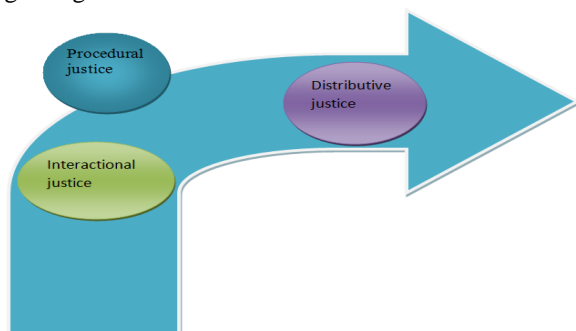
#### Grading alters of Organizational justice

To have graded alters of organizational justice by having normal alters for examination we should use Variance Analyzing examination which results are below:

As it can be seen from table number 4 because of having a 0/000 Levels of meaning and mistakes are below  $a=0/05$ , we can estimate that  $H_0$  has gotten 0/05 in grading and in the other hand we have differences among level of understanding of alters in organizational justice. it means these 3 alters can be graded.

Results of variance analyzing show that average of alters are not equal but differences cannot be found. To find the differences, Toki examination should be taken:

As it can be seen from table number 5 because of having mistakes below  $a=0/05$  in Distributive justice and procedural justice and interactional justice we can say that there are differences in level of meaning among the alters and alters are not equal in importance factor and every one of them has got different separated grade. Now by use of results from average of alters, grading is set as below:



Shape 5: Ranking the components of organizational justice

#### Summary

Examination of level of understanding from organizational justice on publican funds of Tejarat Bank of Zanjan were the primary goals of this research which for this goals, four different theories were created for gathering information. Fernandez Questionnaires 2006 and Barghe movahed questionnaires 1390 were used and finally a Questionnaire with 45 questions was taken from employees. According to Normal grade of alters and not having mistakes from regression with just one alter for examination and theories, Variance analyzing examination were used for grading the alters in SPSS19 Software.

What results showed up were that organizational justice and it's depended alters which concludes distributive justice and interactional justice and procedural justice have positive and useful effects on employees funds and what results of grading alters of organizational justice show is that distributive justice is at the first place and procedural justice is in the second place and in the end interactional justice is at third place.

#### Suggestions

According to the results which shows growing and positive effects of distributive justice on publican funds and according to that which organizational justice points out the judgment among results? Based on the mentioned facts it is suggested that managers and leaders by paying fair salary and maintaining their employee rights and privacy can have their distributive justice kept.

According to below results of second theory maintaining rights and privacy and procedural justice has useful and effective effects on publican funds and by knowing that procedural justice points out different way of managing, people would feel safety and justice in situations which interactions are based on justice.

According to the results of third theory of research which shows the effects of interactional justice on publican funds of employees, interactional justice has got effective and useful effects on the quality of behaviors among the employees of system. because of that managers and leaders must not decide based on wrong ideas and theories and system must have the atmosphere of interaction and useful co working.

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