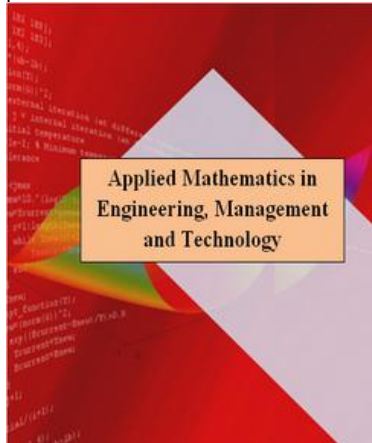


Evaluation the relationship between organizational health and organizational justice in Dena company employees in Shiraz.

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Abstract

The aim of present study was to evaluate the relationship between organizational health and organizational justice in Fars Dena tire company employees. The studied sample was include 320 employees which selected using simple randomized sampling method among all employees and were evaluated using related questionnaires. The investigation design was as correlational and simple correlation coefficient was used for data analysis. According to the study hypothesizes, the result showed that except of the relationship between conscientiousness dimension with technical level and the altruism dimension with conscientiousness dimension with technical level and the altruism dimension with institutional level, the relationship health levels was significant. Also except for the relationship between citizenship honorwith procedural justice, the relationship between other dimensions of organizational citizenship behavior with organizational justice was significant.

Keywords: organizational justice, organizational health, organizational citizenship behavior.

1.Introduction:

One of the concepts which has special role in organizational development and improvement is the organizational citizenship behavior discussion. The meaning of organizational citizenship behavior presented for the first time by Bateman and organ (1,80, narrated by Eslami and Sayyar, 1388) to the scientific world. The primary researches regarding the organizational citizenship behavior focused on employees responsibilities and behaviors identifications which usually neglected. Although these behavior measured in traditional job performance evaluation incompletely or sometimes neglected, but are effective to improve the organizational effectiveness. These behaviors which occur in workplace are defined as follow: a collection of Voluntary and optional behaviors which are not as individual official responsibilities but are done by him (her) and cause the organizational roles and job improvement.

According to this definition from the human as organizational

It is expect that the person to higher than his (her) role essentials and officinal responsibilities to prove the organizational aims (Apple baum, et, al : 2004 : narrated by Eslami and Sayyar1388). Investigations have shown that different factor are effective to occur these behaviors so, in present study, organizational health and organizational justice are evaluated. The perfected organizational health by employees shows the non-stressful job environment, the managers sponsorship for employees dynamic leadership, employees democracy, and healthy environment for learning. In other word, the organizational health is made in line with activities related to evaluation and describing the organization social climate. The organizational health is contains the condition beside the organization social climate. The organization short- term success and points to relatively stable character. A healthy organization which become stable in its environment, is able to adapt with the environment and provide his needed abilities continuously. The results of research regarding the organizational health show that the organizational health as a dimension of organizational climate is effective in organizational efficacy. Also, the organizational health has dimensions and components which have direct or indirect relationship with management. In other word, the behavioral pattern with management style are effective on organizational health level (Alagheband, 1378). Also the amount of perceived organizational justice by employees are effective which shows the salary and rights payments and spiritual rewards (organizational post promotion), increase the

employees motivation to struggle for organization performance. The social science professional have paid attention to the organizational justice as the essential and principal base to provide the organizational processes effectiveness and employees job satisfaction. This attention to justice in organizational is not wonderful, because in has said that the justice is the first factor of social institutions healthy (Ghasemi 1386). Infact organizational justice is including all below dimensions: 1- distributive justice which point to justice regarding the job consequences such as salary level, job program and job responsibilities. 2: Procedural justice which points to use the justifies methods to determine the job consequences programs. In other word, the procedural justice has broad content which point to using justifies methods for decision – making and asset distribution and 3: interactional justice which regard as justifies relation with an employee using the approved official method (Tiller and Beis 199).

2. Research Literature

Simones (2009) evaluated the role of organizational health and social characters role as predictor the organizational citizenship behavior among the employees. Using the collected data from 371 person, the organizational citizenship behavior was evaluated by the employees adaptation and their attachment and royalty with the organization. The result showed that the organizational health and organization social characters were strong predictors for organizational citizenship behaviors.

Moy (2010). In an investigation the effective organizational factors on citizenship behavior among 341 employees using the data from 3 different time period showed that there was a significant and positive relationship between organizational citizenship behavior is not true between other citizenship behavior dimensions (altruism and humility). Ataei (1387) in a study by title " Evaluation the effect of organizational health on employees motivation and responsibility in Fars cement company employees said that there is a significant and positive relationship between there dimensions of organizational health and employees positive behaviors. Pangabeen (2007) in his evaluation ((the relationship between organizational justice, job satisfaction and organizational citizenship behavior among the contractual companies employees related to Indonesia government showed that there dimensions of organizational justice are strong predictors for organizational citizenship behavior. Lipceto (2011) in a longitudinal study showed that the job satisfaction, organizational commitment and organizational justice were strong predictors for organizational citizenship behavior : so among 5 job satisfaction dimensions (work, salary, promotion and co-worker and supervision) only the co-worker dimension hadn't significant role-also there dimensions of organizational commitment (emotional, normal and continues) had significant role so that, the emotional and normal dimensions of organizational justice (distributive, procedural and interactional) had high and significant prediction power. Imani (1389) evaluated the correlation between perception dimensions from the organizational justice and correlation relationship between justice perception with organizational citizenship behavior. The used organ questionnaire to evaluate organizational citizenship behavior and used the researcher made questionnaire to evaluate the justice so, firstly using the narrative factor analysis method. The organizational justice perception was evaluated. Then the relationship between justice perception was evaluated. Then the relationship between justice perception and organizational citizenship behavior was evaluated using the route analysis method. The result showed that the relationship between organizational justice with organizational citizenship behavior was significant. Among the justice dimensions, the frequent justice had stronger correlation than two dimensions and three organizational justice had correlation with other.

3. Investigation method

The present study design was descriptive and correlational and the aim of investigator in to find the relationship between organizational health variables. Organizational justice and job characters in Fars Dena tire company (1800 person) which among them, 320 person were selected simple randomized sampling method and according to Kreysi and Morgan table (1970).

3.1. Research instruments

Organizational health questionnaire is provide by Hoyet, al (1990,narrated by Ataei 1367) which is include 30 sentence and the evaluates the organization health level in three level: institutional unity : administrative manager penetration, remark, giving, resources support) and technical mentality, scientific emphasis) and seven dimensions. The questions 4, 5, 6, 11, 21 related inversely. Answer to each question is done on a 4 grade scale (4=always, 0= never) so the min and max points dried between 0-120. In Hoy,et al investigation (1990, narrated by Ataei (1387), the reliability coefficient using the Cronbach Alfa method are reported for institutional unity, structure giving, remark, manager penetration, resource support and scientific emphasis equal to 93% , 90% , 88% , 87% , 94% , 91% and 92% . To evaluate this questionnaire narrative structure, KachuianJavadi (1379) reported the correlation between the organizational health components for 244 person equal to 78% .

3.2.organizational justice evaluation scale:

This scale is made by Nihuf and Myrman (1993) and is translated by Shokrkon and Nami (1380) (Narrated by Nami and Shokrkon 1383). This scale include 20 material and three sub-scale: distribute justice (5 material), procedural justice (5 material) and interactional justice (5 material). Answer to each material was evaluated on a 5 item scale (5= completely true, 1= completely false). So the min and max point ranged between 20-100 Naami and Shokrkon (1383) reported the total scale structural – narrative point equal to 42% and sub-scale narrative institutional and procedural justice equal to 46%, 57% and 40%. Also they determined the Cronbach Alfa coefficient and total justice points equal to 85% and 75% distributive justice , 78% and 61%, procedural justice 82% and 84% and interactional justice 64% and 58% which are acceptable

3.3.citizenship behavior questionnaire:

This questionnaire is made by Morman and Fitter (1991) and translated for the first time to Persian language by Naami and Shokrkon (1380). (Narrated by Eslami and Sayyar 1386).

This instrument includes 29 material and dimensions: (6 material). Humility (6 material) altruism (5 material) courage (6 material which all of them are write inversely) and citizenship: honor (6 material is evaluated on a s time scale (5=completely agree , 1=completely dis agree).

(except the courage dimension questions which is rated inversely) so the min and max points varied between 24-12. Podsakof et, al (1991) reported this questionnaire reliability coefficient using the CronbakhAlfa method for conscientiousness altruism , courage and citizenship honor respectively equal to 83% , 87% 81% and 77%. The questionnaire narrative and reliability in Naami and Shokrkon study (1380) were respectively equal to 47% and 88% for general organizational civil behavior conscientiousness 45% and 89% , humility 50% and 90% , altruism 48% and 70% , courage 43% and citizenship , honor 56% and 80%.

Results: Table 1: Frequency and percentage of studied sample.

| Statistic character Demographic character | Frequency | Percentage |
|--|-----------|-------------|
| Age: 26-36 | 227 | 71% |
| 37-50 | 93 | 29% |
| | 320 | Total: 100% |
| Employment status | 241 | 75% |
| Contractual | 79 | 25% |
| official | 320 | Total:100% |
| Work precedent | 208 | 65% |
| | 112 | 35% |
| | 320 | Total:100% |

According to above it is seen that among all 320 studied person, 277 person (71%) aged between 26-36 years and 93 person (29%) between 37-50% . Also among all 320 studied person , 241 person (75%) are contractual and 79 person (25%) are official.
Finally 206 person (65%) had between 1-15 years work precedent and 112 person (35%) between 16-30 years.

Hypothesis1: There is a relationship between organizational citizenship behavior and organizational health levels.

4.Result and discussion

As seen above, the first study hypothesis said that there is a relationship between organizational citizenship behavior dimension with organizational health levels. According to result in table 2, we found that except the relationship between responsibility dimension with technical level and altruism dimension with institutional level, the relationship between other dimension of organizational citizenship behavior with organizational health level is significant. The result is in accordance with H-David and Elentin (1998), Simones (2009), Moy (2010), Zaki (1383), Madani (1384) Taghi-Nasab (1385), Ataei (1367) and Danaei – Fard (1380) which founded that organizational health is an effective factor on employees responsibility and motivation and also is a strong predictor to make positive job attitude, high work tendency and shoeing organizational citizenship in employees. To describe this finding it can be said that, when the employees arrive to this perception, that in their organizations, the aims are clear for persons, internal pressures, are immediate and sensible. The penetration was relatively justfic and person penetration power depends on his (her) ability and competency. The coordination and protection between persons tendencies and system request are appropriate. The organization identity it's identity in other word knows who is and also it's members feel that are absorbed by it. The system has tendency to invite new approach and move along the new aims. They have tendency to a new democracy from the environment. To feel the present problems and difficulties, making new solutions and also decision –making regarding solutions and doing them and to evaluate their effectiveness, there are approaches and methods which are compiled appropriately. Also the employees arrive to this perception that the organization looks them as a capital and not as short-team instrument which offer limit, is not usable. All of this factors cause to make a confidence to the organizational meta-duty attitudes and job behaviors (organizational citizenship behavior).

(Ataei 1378). As we seen, the second investigation hypothesis says that there is a relationship between organizational citizenship behavior with organizational health levels. According to resulted in table3. except the relationship between citizenship honor whit procedural justice the relationship justice between other organizational citizenship behavior with organizational justice was significant.

This result is in accordance with Rahman and Hanifeh (2007), pangabeen (2007), Erick (2007), Lipsto (2011), Kechubian (1379), Zolghadr-Nasab (1383) and Imani (1389) investigation which there is significant relationship between perceived organizational justice with citizenship behavior. In other word, the fair and equity in organization is a strong motivator for making the motivation and movement in line with organizational citizenship behavior behavior. Is the person perfect that they are behave fairly and have confidence that they will behave justly, and these behaviors would be stable, so they probably judge so that there is reciprocal relationship between them and the organization and they would no be worry about rewards for their main behaviors. Peoples tend to receive justice rewards equal to their co-worker behaviors and interactions with their supervisor. The fair organizations, would have the advantage of having employees which cooperate in organizational who know the system's decision- making process, as fair process, would do some works which are profitable for the organization and would do some works which are profitable for organization and would affect the organizational effectiveness.

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