

The Relationship Between Organizational Justice And Communication aversion

Ferast Taherian^{1*} and Fakhraddin Maroofi²

1- Department of management, Sanandaj Branch, Islamic azad university, Sanandaj, Iran.

2- Department of Management, University of Kurdistan, Iraq

Corresponding author: Ferast Taherian

ABSTRACT: The aim of this study was to examine the relationship between organizational justice and escaping staff. In this study, organizational justice, distributive justice, procedural justice and interactional justice as the independent variable on the dependent variable that influences the relationship between shyness. To test their hypothesis, the researchers devised a closed questionnaire with 28 questions designed to Rate Likert and the International Statistical Society (a branch of the Keshavarzi Bank in the city of Sanandaj) were distributed to 130 employees. The method used in this study is a descriptive survey. To test the hypotheses, path analysis and AMOS software was used. Outcome variables were significantly positive effect on the reduction in appetite shows that procedural justice variables contributed most to the reduction in appetite.

Keywords: Organizational Justice, Communication aversion, Keshavarzi Bank of Kurdistan.

INTRODUCTION

Cultural origins and the evolution of society, and its absence leaves the irreparable consequences and effects of including items such as: loss of language, social time is relative stillness and lack of knowledge transfer can be mentioned. People from the community can attend the skills and knowledge to pass their findings. Due to increasing knowledge and communication skills are also important for knowledge transfer (Atashpoor & kazemy,2001). In recent years increasing attention to organizational justice and its impact on organizational outcomes, it is the organization to achieve its objectives and survival models and ways to benefit from and gain a competitive advantage to the collapse, overturning and environmental risks due to rapid changes in the hedge (Ehamin & Nasser, 2011). Nowadays achieving organizational goals depends largely on the proper function and efficiency of staff is closely associated with the concept of organizational justice and retained. In fact, it does not mean that justice is forced to consider a unified standard for all people, but it means that the responsibility to accept certain conditions in which we operate. The forms of justice states that the behavior of the staff to feel that they are treated fairly (Aryee, 2004). Oxford Dictionary of justice is described as the authority with the exercise of the rights, powers and rights of the reward or punishment. But what we mean is closer to the definition of the word justice means equality, justice and fairness in the organization. Employees in organizations are faced with the source of justice. These sources include direct supervisor or manager is an individual and the entire organization (Rupp & cropanzano,2002).The main factors leading to this kind of situation can be expressed aversion and increasing it, these factors include the recently recognized, the function of reputation, unfamiliarity, dissimilarity, and the amount of attention those of others (Warner & housdorf, 2009). Include organizational justice: distributive justice, procedural and interactive, which is expressed in the following definition. Distributive Justice: Some 40 years ago, psychologist J. Stacy Adams presented his theory of equality and the theory indicates that people are willing, to work towards receiving fair compensation, in other words the size of the rewards of doing work colleagues enjoy(Williamson &Williams,2011). Distributive justice and perceptions of fairness in the distribution of the results obtained in other words, the organizational reward system (Leow & kok, 2009). Employees who have a sense of injustice, the negative reactions, such as the withholding of effort, lack of work, poor organizational citizenship behaviors and in its acute form, respond to resign from office(Greenberg,2004). Procedural justice is the perceived fairness of the process used to determine the distribution

of rewards is called (Pool, 2007). Here the question may be raised as to whether the employee may receive less compensation than others, does not feel the equality or inequality? According to the description of procedural justice, the answer is yes. The third type of organizational justice, interactional justice is called. Interactional justice involves a method that organizational justice is transmitted by supervisors to subordinates (Deconinck, 2010). This kind of justice associated with aspects of communication (such as courtesy, honesty and respect) between the transmitter and receiver of justice. Because management behavior is determined by the interaction of justice, such justice responses associated with cognitive, emotional, behavioral, or in other words, the supervisor has to manage. Thus, when employees feel the injustice of negative reactions to the supervisor instead shows. It is therefore anticipated that the employee's direct supervisor and employee commitment to the organization on the whole satisfied with less than his or her supervisor to the organization. He also predominantly negative attitudes towards the head of a small share of negative attitudes to the back (Charash & spector, 2001). The importance of communication and equity in the firm, which was mentioned above, the aim of this study was to investigate the relationship between organizational justice and a reduction in appetite organization. This study aims to design a model through which we can keep employees motivated and satisfied. Thus the effectiveness and productivity of the organization concerned.

Research Objectives

The main Aim:

To investigate the relationship between organizational justice and employee aversion.

Secondary objectives:

- The relationship between distributive justice and communication workers appetite.
- The relationship between procedural justice and employee contact aversion.
- The relationship between interactional justice and relationship-averse employees.

Aim application:

The results of this study can be used by all organizations, both public and private. According to the Agricultural Bank city of Sanandaj is studied, the results are similar to banks around the country especially the city's Agricultural Bank will be applied.

Research questions:

Main question:

how much can escape the relationship between organizational justice and employee relationship there?

Subsidiary questions:

- How much the relationship between distributive justice and escaping the staff there?
- Extent the relationship between procedural justice and escaping the staff there?
- How much interaction between justice aversion staff there?

Research Model

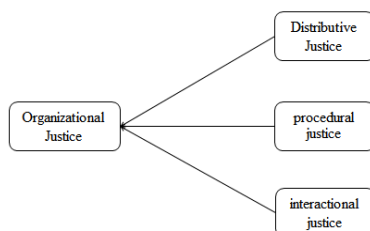


Figure 1. dimensions of organizational justice (Esfahani, 1392)

Operational Model



Figure 2. The relationship between organizational justice and Communication aversion

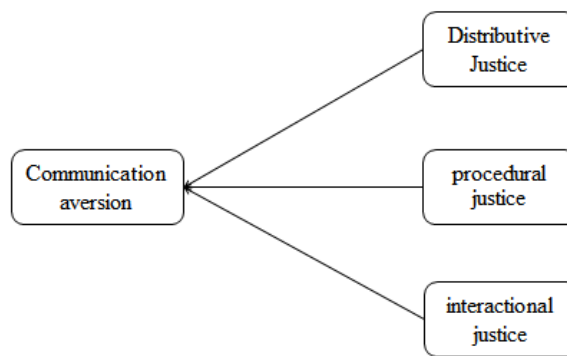


Figure 3. The relationship between organizational justice and Communication aversion

MATERIALS AND METHODS

Methods

The research objective perspective and from the perspective of cross-survey data. Study population, 10 employees of the branch of the Keshavarzi Bank branches in Kurdistan (Sanandaj city) requirements. With data collected from 10 main branch of the Keshavarzi Bank, branch managers and employees about 130 people are equal and therefore the sample size is 130. Samples were collected using a two-stage random sampling. To collect data from the Likert scale used. To investigate the relationship between independent variables and the dependent variable, Amos, and path analysis software, test, Kolmogorov - Smirnov and the Pearson correlation, chi-square tests to compare the proposed autonomous model is used. Below each of the independent variables in the model and our proposed interpretation.

Research hypotheses:

The main hypothesis:

the relationship between organizational justice and reduce staff There is no escape.

Sub premise

- The relationship between distributive justice and reduce employees' there is no escape.
- The relationship between procedural justice and reduce employees' there is no escape.
- The relationship between interactional justice and reduce employees' there is no escape.

To use path analysis and regression techniques to errors, normally distributed, and used the Kolmogorov-Smirnov test.

One-Sample Kolmogorov-Smirnov Test

	Error
N	130
Kolmogorov-Smirnov Z	.752
Asymp. Sig. (2-tailed)	.079

In the above table, the number 130 and the Kolmogorov - Smirnov is equal to 0.752. P_value amount shown in the last line is 0.079 times greater than the 0.05 level, as is the normal assumption will be accepted. The correlation coefficient between these variables is given below. The assumption of normality was accepted by the Pearson's correlation coefficient was used to assess the correlation between variables.

One-Sample Kolmogorov-Smirnov Test

Table 2. the coefficient of correlation between distributive justice and communication aversion

		Distributive Justice	Communication aversion
Distributive Justice	Pearson Correlation	1	.684
	Sig. (2-tailed)		.021
	N	130	130
Communication aversion	Pearson Correlation	.684	1
	Sig. (2-tailed)	.021	
	N	130	130

According to the above table, the coefficient of correlation between Distributive Justice and Communication aversion is equal to 0.684. An amount equal to 0.021 and less than 0.05 p_value is so shyness is related variables and the relationship of distributive justice.

Table 3. the coefficient of correlation between distributive justice and communication aversion

		procedural Justice	Communication aversion
procedural Justice	Pearson Correlation	1	.285
	Sig. (2-tailed)		.018
	N	130	130
Communication aversion	Pearson Correlation	.285	1
	Sig. (2-tailed)	.018	
	N	130	130

According to the above table, the coefficient of correlation between procedural Justice and Communication aversion is equal to 0.285. An amount equal to 0.018 and less than 0.05 p_value is so shyness is related variables and the relationship of distributive justice.

Table 4. the coefficient of correlation between Interactional Justice and communication aversion

		Interactional Justice	Communication aversion
Interactional Justice	Pearson Correlation	1	.491
	Sig. (2-tailed)		.039
	N	130	130
Communication aversion	Pearson Correlation	.491	1
	Sig. (2-tailed)	.039	
	N	130	130

According to the above table, the coefficient of correlation between procedural Justice and Communication aversion is equal to 0.491. An amount equal to 0.039 and less than 0.05 p_value is so shyness is related variables and the relationship of distributive justice.

The regression coefficients of the variables in the Keshavarzi Bank

The regression coefficients of the independent variables on the dependent variable in this table is shown, according to information obtained regression coefficient varies from 0.71 distributive justice, procedural justice variable regression coefficient equal to 0.82 and 0.77 times the estimated regression coefficient is variable interactional justice and righteousness p_value distribution equal to 0.023, 0.017 to procedural justice and interactional justice is equal to 0.031, and because all of these values are less than 0.05, then we can conclude that all of these coefficients are significant.

Table 1-5. regression coefficients of the independent variables in the Keshavarzi Bank

	Estimate	S.E.	C.R.	P
Communication aversion <--- Distributive Justice	.716	1.256	.359	.023
Communication aversion <--- procedural Justice	.822	1.144	.682	.017
Communication aversion <--- Interactional Justice	.779	1.442	.547	.031

Structural Equation

Independent variables, distributive justice equal to x1, procedural justice as equals x2, x3 and interactional justice to escape association with the dependent variable Y represented, according to the regression coefficients, linear regression of the data, as follows:

$$Y = 0.16 + 0.71 x_1 + 0.82 x_2 + 0.77 x_3.$$

Standardized coefficients of the variables

Using this regression model, the value of the variable correlation aversion can be predicted by the independent variables. Now which of the independent variables have the greatest effect on the dependent variable, the coefficients are calculated standardized independent variables, each variable has a coefficient that is more standardized, more impact on the dependent variable. Standardized coefficients are shown in the following diagram.

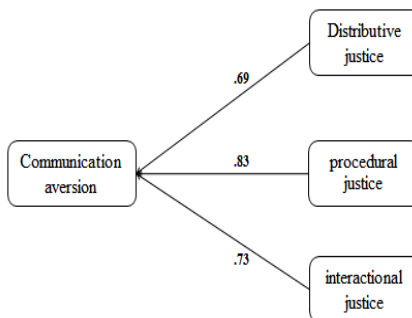


Figure 1-4. Standardized coefficients of the variables in the Keshavarzi Bank

As can be seen in the diagram above, the variable procedural justice, distributive justice variable most affected and least affected compared to other variable is the reduction in staff aversion.

Comparison of independent model and the model

To evaluate the appropriateness of the model, the following criteria will be used. The values of these parameters are closer to the number one model is more appropriate. Independent model, a model in which there is no relationship between variables, in this model, the basic model is also called.

Table 6. Comparison between the proposed model and the model is independent of the Keshavarzi Bank

RMSEA	AGFI	GFI	CFI	IFI	RFI	NFI	
0.055	0.861	0.836	0.758	0.802	0.769	0.754	The proposed model
0.000	0.000	0.000	0.000	0.000	0.000	0.000	Independent Model

K₂ of the suggested models

The following table shows the K₂ value for the suggested model.

Table 7. K₂ of the suggested model in Keshavarzi bank

CMIN	DF	CMIN/DF	P
21.96	20	1.098	0.033

For this model, $\chi^2 = 21.96$, degrees of freedom = 20 and sig = 0.033, and because sig < 0.05, its concluded that the regression al model being fitted among dependent and independent variables is significant and suitable.

RESULTS AND DISCUSSION

The main hypothesis: the relationship between organizational justice and reduce staff There is no escape.

With emphasis on the results of research, institutional equity component of the reduction in the significance level of 0.023 aversion in Distributive justice, procedural justice, 0.017, 0.031 with a regression coefficient of 0.71 interactional justice and distributive justice, procedural 0.82, 0.77, indicating interactional justice significant relationship between the independent and dependent variables and regression coefficients between the variables of direct (positive) are a result of organizational justice, aversion to affect the relationship between the employee's perspective, the promotion of justice increased, decreased appetite association employees.

Sub-hypotheses:

H₁: The relationship between distributive justice and reduce employees' there is no escape.

This is achieved by emphasizing outcomes, the first sub-hypothesis, the reduction in aversion in Distributive Justice regression significance level of 0.023 and a maximum positive correlation is 0.71. Therefore, it is suggested a strong relationship between distributive justice and loss aversion relationship exists between two variables in the regression coefficients of direct (positive) is, the result can be said of distributive justice, reduction in aversion to affect and the employee's perspective, the results will promote distributive justice, reduction in aversion to the positive side of the sails. Therefore, the hypothesis is confirmed.

H₂: The relationship between procedural justice and reduce employees' there is no escape.

This is achieved by emphasizing outcomes, the first sub-hypothesis, the reduction in aversion in procedural justice regression significance level of 0.017 and a maximum positive correlation is 0.82. Therefore, it is suggested a strong relationship between procedural justice and loss aversion relationship exists between two variables in the regression coefficients of direct (positive) is, the result can be said of procedural justice, reduction in aversion to affect and the employee's perspective, the results will promote procedural justice, reduction in aversion to the positive side of the sails. Therefore, the hypothesis is confirmed.

H₃: The relationship between interactional justice and reduce employees' there is no escape.

This is achieved by emphasizing outcomes, the first sub-hypothesis, the reduction in aversion in interactional justice regression significance level of 0.031 and a maximum positive correlation is 0.77. Therefore, it is suggested a strong relationship between interactional justice and loss aversion relationship exists between two variables in the regression coefficients of direct (positive) is, the result can be said of interactional justice, reduction in aversion to affect and the employee's perspective, the results will promote interactional justice, reduction in aversion to the positive side of the sails. Therefore, the hypothesis is confirmed.

Practical suggestions

The main hypothesis: identifying barriers to organizational justice, pushing organizations towards strengthening the development of participatory and justice-oriented organizations, increasing the level of trust in the organization and establish a close relationship with their managers.

The first sub-hypothesis: the equitable distribution of resources, facilities, salaries and benefits, recognition and praise for good work with managers and staff to give appropriate feedback about performance, business decisions

made by managers to be non-discriminatory to employees to the decisions of adopted by the director of occupational comment.

The second sub-hypothesis: attempting to modify some codes and recipes incentive compensation based on organizational justice, fairness in the work program, the level of pay, the workload assigned to each employee.

The third sub-hypothesis: Managers need employees to express an opinion on the issues and encourage working Problems (participative management).

Recommendations for future research

- The effects of organizational culture on communication loss aversion.
- The effects of citizenship behavior on loss aversion connection.
- The relationship between ethical climate of the reduction in appetite.

REFERENCES

- Atashpoor SH and Kazemy E. 2001. The introduction about practical social psychological , Moheban publication .
- Aryee S, Chen XZ and budhwar PS. 2004. exchange fairness and employee performance , organazational behaviour and human decision processes , vol 94, no1, pp.1- 14.
- Byron A. 2005. Communication apprehension in the workplace and its effects on employee job satisfaction, (Kenneth David Roch),Texas Tech University ,Graduate Faculty.
- Charash VC & Spector PE. 2001. The role of justice in organizations.a meta-analysis, *Organizational Behavior and Human Decision Processes*, Vol 80, pp: 278 – 305 .
- Charash YC and Spector PE. 2001. The role of justice in organizations:A Meta analysis. *Organizational Behavior & Human Decision Process*.vol 86.No2.
- Doconinck JB. 2010. the effect of organational justice perceived organational support and perceived , *journal of business research* , vo1 63, no12, pp1349- 1355.
- Elamin Abdallah M and Alomaim N. 2011. Does Organizational Justice Influence Job Satisfaction and Self-Perceived Performance in Saudi Arabia Work Environment?, *International Management Review* ,Vol. 7 No. 1, pp 38-49.
- Greenberg J. 2004. Stress fairness to fare no stress: managing workPlace stress by promoting organizational justice", *Organizational Dynamics*, Vol 33, pp: 322-365.
- Hassal T, Joyce J, Roger O and Arguero J. 2005. Communication apprehension in UK and spanish business and accounting students" , *Education + Training* , Vol. 42 , No. 2 , pp 93 – 100.
- Kok kl L and Wei K. 2009. organizational commitment : The study of organizational justice and leader member exchange among auditors in Malaysia:vol 4, no 2, pp. 161-198.
- Poole WL. 2007. organational justice as a framework for understanding unio- management relation in education , *candian journal of education* . vol, 30, no3, pp725- 748.
- Rupp DE and Cropanzano R. 2002. The mediating effects of social exchange relationships in predicting workplace outcomes from multfoci organizational justice", *Organizational Behavior and Human Decision Processes* , Vol 89 ,pp: 925-946 .
- Williamson K and Williams KJ. 2011. organizational ju stice, trust and percption of fairness in the implementation of agende for chang, vol 17, no 1, pp. 61 – 66.