Abstract

The aim of current research is study relation of organizational justice and social capital of staff education organization of miyaneh city. In this study, is considered as a statistical society that is 90 staff education organization of miyaneh city that uses Cochran's formula 75 of them was selected and questionnaires were filled by them. The method used in this study was descriptive - survey and in order to achieve validity were used content validity. Data were collected through two questionnaires which reliability by using the Cronbach's alpha coefficient .812 which was approved. The results showed that there were positive and significant relations between organizational justice and social capital. Also, findings of the research showed meaningful and positive relationship among distributive, procedural, and interactional justice and social capital of staff education organization of miyaneh city. In other words, by increasing organizational justice, social capital of staff is also increasing. Finally, a set analyzing of data is by using Spearman's correlation coefficient test and structural equation modeling (SEM).

Keywords: Organizational Justice, Distributive Justice, Procedural Justice, Interactional Justice, Social Capital

1. Introduction

In recent years, increasing attention to the issue of organizational justice and its effect on organizational outcomes have made organizations to achieve their goals and sustaining life take advantage of patterns, and various methods, and be gain new competitive advantage, until cling on the collapse, overturning and risks of rapid environmental change. (Elamin & Alomaim, 2011). Nowadays achieving organizational goals is greatly depends on the properly and correctly performance of their staff and efficiency of organizations their close connection is preserved with issues of organizational justice and social capital. Justice is a concept combined with society and is involved in most aspects of life. This belief is common in our culture, that the consequences of everything must be associated with Justice. (Lin & Haung, 2005). Aspects of justice play an important role in organizational life as a result, it finds a concept in the organization, and it is referred as the organizational justice. (Farmer et al, 2003).

According to Lopaciuk, while organizational justice have a positive effect on an organization's manpower in achieving objectives of employees and the organization, the employees' social capital is also instrumental in a way that chances of success in an organization with high levels of social capital is much more than those organization in which social capital is low. (Lopaciuk, 2011). According to Rastgar et al (2012), the description of fairness in the workplace is considered as organizational justice. (Coetze, 2004). According to Rawls (1971), justice is the primary virtue of social organization. The important reasoning of justice theories is that justice perceptions are the important determinants of individuals’ reactions to their decisions. (Camgoz & Karapinar, 2011).

Social capital, generally defined as the actual and potential resources embedded in relationships among actors, is increasingly seen as an important predictor of group and organizational performance. (Adler & Kwon, 2002; Leana & Van Buren, 1999; Nahapiet & Ghoshal, 1998; Bourdieu, 1986).

Therefore main purpose of this study was to investigate the relationship of organizational justice and social capital staff education organization of Miyaneh city and the main question in this model is whether between organizational justice and social capital staff education organization of Miyaneh city has meaningful relationship?
2. Literature Review

2.1. Organizational Justice

Organizational justice has been extensively studied in the fields of management, applied psychology and organizational behavior. (Parker & Kohlmeyer, 2005). Organizational justice who was expressed by the green leaves, the concept of equal treatment in the perception of employees in an organization. Organizational justice perceptions with staff that they are fairly well and evenly in the workplace can be the expression of attitude. (Rahmani & Kavoosi, 2008).

However, in organizational and management literature, Greenberg (1987) first used the word of organizational justice. According to Greenberg’s, organizational justice is associated with employee’s perceptions of job fairness in the organization. The researches had shown that justice processes plays an important role in the organization and how it is possible that dealing with people in organizations influences beliefs, feelings, attitudes, and employees’ behavior. (Javahery, 2009). Employees face at least two sources of (in) justice in the organization. Perhaps most obvious is one's immediate supervisor or manager. This supervisor has a direct line of authority over the employee. She or he can influences important outcomes, such as pay raises or promotional opportunities. Secondly, employees might also attribute unfairness to the organization as a whole. (Rahimnia & Hasanzade, 2009).

In his opinion organizational justice has relevant with staff perceptions of fair job in organization. Organizational justice states that with what ways should be treated with staff that they feel have been treated in just way with them. (Aryee et al, 2004). Other words of justice in organization expressed, employees' perceptions of organizational fair treatment. (Wong et al, 2006). Organizational justice, including three different except of justice such as distributive justice, procedural justice and interactional justice that are known to be briefly described. (Yilmaz & Tasdan, 2009; Fahrudin & Sugeng, 2011; Martinez et al, 2006; Ball, 2006).

2.2. Distributive Justice

Distributive justice refers to the fairness of the outcomes and rewards an employee receive. (Moorman, 1991; Johnson, 2007; Javahery, 2009).

Distributive justice originated from Adams' Equity Theory and pay to perceived fairness of consequences. (Williamson & Williams, 2011). Distributive justice, the perception of justice is following distribution and reception. (Fortin, 2008). In other words, it is the organizational reward systems. (Leow & Kok, 2009). It should be noted that distributive justice is not limited to the fairness of payments but also includes a wide range of organizational consequences, such as upgrades, rewards, punishment, and schedules of work, benefits and performance evaluation. (Folger & Russel, 1998). In fact, distributive justice is based on the principle of exchange. What people do in exchange compared with what they receive. (Lambert, 2003).

2.3. Procedural Justice

The early 1980s related topics with procedural justice have been raised. (McDowall & Fletcher, 2004). Parallel to the research process from exclusive emphasis on the process of the results of reward allocation (distributive justice) be change to emphasize the factors governing on this allocation. In the study of justice in organizations, also were created similar changes, whereby, justice was a result of understanding of fairness from procedures and organizational guidelines which determines the allocation of resources and decision-making in other areas. (Peelle, 2007). Procedural justice describes the fairness of the procedures and process used to determine those outcomes and rewards. (Robbins, 2005; Johnson, 2007). In other words, procedural justice is a broad concept that refers to fairness of used procedures for decisions of distribution facilities. Among the principles of procedural justice can be pointed to Impartiality, the right to share their opinions, or opportunity to be heard the words, and participation in decisions. (Nabatchi et al, 2007). Scientists have considered two aspects of procedural justice: structural aspects and social aspects. Structural aspects focuses on the issue that how decisions should be taken that may seem fairly and social aspects of the quality of interpersonal behavior of decision makers with the staffs will consider as a key factor. (Greenberg & Baron, 2000).
2.4. Interational Justice
Interational justice involves the manner in which organizational justice communicates by supervisor to followers. (Johnson, 2007; McDowall & Fletcher, 2004). This dimension of justice that is argued to be a subset of procedural justice. (Cropanzano et al., 2002: 116; Farndale et al, 2010:6) and is described as the interpersonal aspects of procedural justice. (Greenberg , 2004; Farndale et al, 2010:6). Interational justice refers to, the quality of a person's interpersonal behavior before and after decision making are exposed to them. (Poole, 2007). Finally Interational justice is defined, on the basis of perceived fairness of interpersonal communication related to organization and the quality of interpersonal communication. (Sitter, 2003). And pointed to the fairness of interpersonal communication is associated with, organizational procedures. (McDowall & Fletcher, 2004). Interational justice has focused on supervisor behavior, and their role in organizational justice and as conceptual is similar to the quality of informal behavior; however, procedural justice is as conceptually similar to the formal decision. (Sitter, 2003).

2.5. Social Capital
Social capital is a concept with various definitions and has been discussed during the last decade. It has been introduced by Lida Judson Hanifan same as its modern definition (Kibblewhite, 2009) and then it has been redefined repeatedly. (Putnam & Goss, 2002). From organizational point of view, Nahapiet and Goshal have defined social capital as a collection of potential accessible through the relationship network of a person or a social unit. (Nahapiet & Goshal, 1998). Social capital has served to involve people how to interact with each other and how the social interaction in turn will provide individual and collective interests. (Brunie, 2009). Social capital is a hidden wealth and possessions which emotional and spiritual preparation a society for regardless of personal interests and emerges involvement in collective action. (Ganji & Helals, 2010). So we can say that social capital is the capacity of people to demand of scarce resources through of their membership in networks or extensive social structures. (Giordano et al, 2011). Social capital is a whole (King, 2004) and social scientists believe of social phenomenon affect on and political discussions such as economic development, participation in elections, education, governance, democratic citizenship and trust in political institutions. (Lee, 2008).
Kennedy Group at Harvard University has been classified social capital in dimensions (Trust, Political Participation, Participation and Civic Leadership, Informal social ties, Giving and volunteering, Religious participation, Justice in Civic participation, Variation socializes and friendships). (Alvanli & Seyed Naghavi, 2002). As mentioned, in the field of organization and management, expert attention to the needs and social problems is created fertile ground for the development of social capital. Vilanova & Josa considered social capital as managerial phenomena and for that are set various characteristics Which is encompasses trust (norms), common values and behaviors, communication, collaboration, mutual commitment, mutual understanding and network. (Vilanova & Josa, 2003). Social capital is empirically related to positive outcomes in range of such as adaptation to organizational climate change, social life cycle, democracy and governance, crisis management, economic development, natural resource management, work and organization. (Brunie, 2009). People with more social capital are involved in group activities easier than others cope with problems in their work and personal lives (Weil et al, 2011). Likelihood of successful of organizations that have high levels of social capital is more than its competitors with lower levels of social capital. (Nahapiet & Goshal, 1998). Also, social capital can be considered as a factor in improving employee performance. (Lopaciuk, 2011).

3. Conceptual Model
Figure one shows conceptual framework of the study. In the framework organizational justice with components distributive justice, procedural justice and interactional justice is as the independent variable and social capital the dependent variables.
3.1. Research Hypotheses

The main hypothesis: there is a meaningful relationship between organizational justice and social capital staff education organization of Miyaneh city.

3.2. Subsidiary Hypotheses:

1) There is a meaningful relationship between distributive justice and social capital staff education organization of Miyaneh city.
2) There is a meaningful relationship between procedural justice and social capital staff education organization of Miyaneh city.
3) There is a meaningful relationship between interactional justice and social capital staff education organization of Miyaneh city.

4. Methodology

The method used in this study was descriptive - survey and is in the category of solidarity applied research. Firstly the research background check, two standard questionnaires to assess the relationship between organizational justice and social capital, were selected for the both of them, in its domain are one of the most questionnaire. Descriptive studies are also practical and fundamental aspects, in the application of these results in decisions and policies and programs to be used.

This research is used to gather information from library and field methods. In order to collect the history and theoretical basis of this method, a library reference to university libraries and information centers and search the database of the latest studies and research available has been used. This research is trying to answer a questionnaire survey of a sample and its generalization to the population, the type and extent of organizational justice and social capital of staffs must be examined.

In this study, simple random sampling method is used. In this type of sampling, each of the members of society have equal and independent chance of being included in the sample, the meaning of independent is; choosing one member in no way has no effect on the choice of the other members of the community.

If sampling be done with a finite small population without restore with the volume N, the sample volume is obtained through Cochran’s’ formula:

$$n = \frac{NZa^2pq}{\epsilon^2(N-1)+Za^2pq} = \frac{150 \times (1.96)^2 \times 0.025}{(0.05)^2(150-1)+(1.96)^2 \times 0.025} = 73.08$$

In this study, the number staff education organization of Miyaneh city was 90 that in order to further ensure the sample volume 75 consider the questionnaire is filled by them.
4.1. Validity

In this study, in order to achieve credibility (validity) were used content validity. Beginning reviewing the literature of subject and based on the criteria presented in the conceptual model, a preliminary questionnaire is prepared then these questionnaire is examined by experts who specialize in this field and finally after intervention of revision ideas by experts who is prepared the final questionnaire and is given to sample group.

4.2. Reliability

In this study, to estimate the reliability of the questionnaire is used Cronbach’s alpha and SPSS software. Indeed about questions that of multiple-choice answered use of Cronbach’s alpha formula is recommended. To assess reliability this study each two type of questionnaires were distributed among 20 members of statistical sample, and then with use of SPSS software, Cronbach’s alpha obtained /812.

5. Results

Since the distribution of some data is non-normal, the distribution of some other is normal, and the questionnaire’s scale level is rank-based, Spearman's correlation coefficient test is used for studying the relationship between organizational justice and social capital and also the method of structural equation modeling (SEM) is used to determine fitness of models.

5.1. Kolmogorov–Smirnov test

Kolmogorov–Smirnov test is used to investigate the distribution of organizational justice and social capital data.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Error amount</th>
<th>Kolmogorov-Smirnov Z</th>
<th>Significance level</th>
<th>Conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational justice</td>
<td>.05</td>
<td>3.015</td>
<td>0.112</td>
<td>Normal</td>
</tr>
<tr>
<td>Distributive justice</td>
<td>.05</td>
<td>1.381</td>
<td>0.043</td>
<td>Non-normal</td>
</tr>
<tr>
<td>Procedural justice</td>
<td>.05</td>
<td>1.099</td>
<td>0.178</td>
<td>Normal</td>
</tr>
<tr>
<td>Interactional justice</td>
<td>.05</td>
<td>1.755</td>
<td>0.098</td>
<td>Normal</td>
</tr>
<tr>
<td>Social capital</td>
<td>.05</td>
<td>2.216</td>
<td>0.102</td>
<td>Normal</td>
</tr>
</tbody>
</table>

5.2. Spearman’s rank correlation coefficient test

In the main hypothesis of correlation coefficient between organizational justice and social capital is /630 that meaningful. In the subsidiary hypotheses correlation coefficients between distributive justice and social capital /443, procedural justice and social capital /470 and interactional justice and social capital / 873, that in level %99 (P <0/01) are meaningful. Therefore every four hypothesis were accepted.
Table 2: The results of Spearman’s correlation coefficient test

<table>
<thead>
<tr>
<th>Research Hypotheses</th>
<th>Error amount</th>
<th>Correlation Coefficient</th>
<th>Significance level</th>
<th>Conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational justice and Social capital</td>
<td>.01</td>
<td>.630</td>
<td>0.000</td>
<td>Accepted</td>
</tr>
<tr>
<td>Distributive justice and Social capital</td>
<td>.01</td>
<td>.443</td>
<td>0.000</td>
<td>Accepted</td>
</tr>
<tr>
<td>Procedural justice and Social capital</td>
<td>.01</td>
<td>.470</td>
<td>0.000</td>
<td>Accepted</td>
</tr>
<tr>
<td>Interactional justice and Social capital</td>
<td>.01</td>
<td>.873</td>
<td>0.000</td>
<td>Accepted</td>
</tr>
</tbody>
</table>

5.3. Evaluation of Overall Structural Model

In order to confirm the model, the T test can be used. In general, if amount T be more than | 2 | or | 2.576 |, the structures effect to other the respectively in error level %5 and %1 is statistically meaningful. So the model is based on form can be confirmed.

Figure 2: Standard values for the overall structure of the model

Figure 3: T-value for estimate path coefficient meaningful in overall structure of the model
The above graphs (figure 2, 3) demonstrate that organizational justice have positive relation equal with 1 with the social capital and the significance of 382.62, which is greater than 1.96. Also according to the (figure 2, 3) and indexes of overall fitness model, the fitness model is confirmed.

6. Discussion and Conclusion

The results indicated that there is a meaningful relation between the organizational justice and social capital staff education organization of Miyaneh city. So there are strong and direct relations between organizational justice and social capital. Also, findings of the research showed meaningful and positive relationship among distributive, procedural, and interactional justice and social capital of staff education organization of miyaneh city. In other words, by increasing organizational justice, social capital of staff is also increasing. Also, the results of the current study imply that managers of organizations should consider distributive, procedural, and interactional justice in organizations which leads to low level of turnover intentions among staffs.

Organization and their managers can effect on social capital of staff by managing and improving the relationships that exist between their Subordinates, seeking participation, flexible and democratic structures, information transparency, just treatment and empowering staffs that if carefully to be consider the factors expressed in any one of them is evident a form of justice. Finally, managers should made people in the form of social institutions with a shared identity. Forming groups and professional and specialized associations in organizations, with voluntary participation of experts and specialists can enhance social capital in organizations. Based on the above results, it is recommended organization to increase the level of social capital and moving towards development and growth of its staff in its plans. Consider following measures:

- Establishing suggestion systems, decreasing the levels of hierarchy, participating and engaging them in the affairs of organization, are necessary to prompt the structural dimensions of social capital.
- Knowing what attitude each organizational justice dimension affects in employees provides more comprehensive knowledge about the angles, dimensions and the influence of organizational justice and facilitates planning for taking measures for better development of that dimension of sense of justice consequently improving job and organizational attitudes. Meanwhile, knowing the influence of the different dimensions of organizational justice on different organizational behaviors such as absenteeism, transfer and job performance in the country can provide a more comprehensive understanding of the organizational justice process which can be a basis for future research. Also, in this study, for the social capital from of component, Trust, Interrelationships, Partnership, Public Awareness, Ethics and Social Responsibility is applied. Although these components are confirmed by scholars and researchers but use of other components can have different results. This approach can be a vaccine for the future researches.

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