Studying role of Organizational justice and Organizational health personality in Deputy of Research and Technology, Ministry of Health and Medical Education, Tehran, Iran

S. Motevallizadeh [1], S.H. Zakiani [2]

[1.] Department of human resource management, Undersecretary for Research and Technology, Ministry of Health and Medical Education, Tehran, Iran
[2.] Department of Development and Coordination Medical Informatics, Undersecretary for Research and Technology, Ministry of Health and Medical Education, Tehran, Iran
zakiani1389@yahoo.co.uk

Abstract: This study has been done in Iranian Deputy of Research and Technology, Ministry of Health and Medical Education to gather information about the MS degree of Public Management that describes a Psychological Problem between staff of case. This study is case study/descriptive in the field of research and is of correlation type. In this study the five aspects of an Organizational Citizenship Behavior through an organization's point of view has been assessed. Then, organizational justice was assessed in 3 aspects and finally the effects of the Health of an Organization or Organizational Healthy Personality with an emphasis from the 11 branches from the point of views of Lynden and Klingle's were analyzes with personnel's concept in the case study. Data were based on using a structural questionnaire that contained 3 standard questionnaires. Then we have analyzed data by SPSS. Results from data analysis showed that there exist a 95% relationship between Organizational Justice and Organizational Citizenship Behavior and as a result, the more the personnel have positive concept about the organization's justice, the more the Organizational Citizenship Behavior increases. And with the same confidence coefficient between Organizational Justice and Organizational Citizenship Behavior with the intervention of the Organizational Health Behavior, a relationship exists; meaning that, in each organization, there is an Organizational Health Personality. Effects of the personnel's positive concept of an Organization's Justice through Organizational Citizenship Behavior will be more increased. Research findings showed that strengthening the Organizational Citizenship Behavior of which is the goal of an organization is dependent on the Organization's Justice with the mediation of the Organization's Health Personality.
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1. Introduction

In academic and professional literature of management, remarkable attention has been made for comprehension of effect of organizational citizenship behavior as extra-duty behaviors of staff and personnel on their contribution positively in performance of organizations. Organizational citizenship behavior provides approach and capacity of staff for their higher empowerment and flexibility in line with objectives of organization in various environmental conditions. Hence, loyalty and commitment, which established among staff and personnel, is a factor for guaranteeing health of organization and surviving it in a developed and competitive environment [1-2].

Fair, logical and justice-based behavior through organization with staff will generally result in their (staff) higher commitments towards organization and their ultra-duty citizenship behavior. On the other hand, those individuals who feel injustice, they will probably discard or set aside organization and/or show low levels of organizational commitments.

Under such circumstance, they (staff and personnel) may start doing abnormal behaviors like taking avenge. Hence, comprehending this issue i.e. how individuals judge about justice in their organizations? or how they respond to comprehended justice or injustice? Is regarded as basic discussions especially for comprehending organizational behavior.

Although initial studies on justice date back to early 1960s and works of Jay Stacy Adams, most studies with regard to justice in organizations started as of 1990. According to a report released from published resources in this field, almost a number of 400 applied researches and more than 100 fundamental researches, concentrated on discussion of justice and equity in organizations, have been registered up by 2001.

Karash and Epector in 2001 carried out studies in this field. In their studies, they were after

determination of justice hubs or resources. That is to say that what or who is the main factor of injustice in organizations in view of staff.

Finally, results of these studies showed recognition of three types of justice in organizations as follows: 1- Distributional justice, 2- Procedure-based justice and 3- Interaction justice [3].

If an organization intends to be effective or constructive, it should take necessary measures at the time of crisis. Moreover, this organization should use all its resources and capabilities and adapt itself with changeable environment coupled with confronting with any problem wisely and logically. Under such circumstances, this organization should take a positive approach with its threatening foreign workforces successfully coupled with guiding their force in line with main objective of the organization. While safeguarding its capabilities and potentials continuously, this organization should develop and invigorate these capabilities in the best form possible. In other words, it should enjoy organizational health. The said issue requires observing justice in organization, based of which, staff and personnel are able to have a positive approach and contemplation from their working environment.

Moreover, with the emergence of appreciable behaviors, staff can take giant strides in line with materialization of most objectives of the organization [4].

Discourse Analysis and Significance of Subject

What will be mentioned in below is the prime and major problem extant in organizations especially state-run organizations in line with materialization of supreme objectives of organization. For materialization of organizational objectives, the below mentioned issue has been invigorated and revived in mind of researcher: What behaviors should exist among staff and personnel of organization with the aim of more materialization of objectives of the organization appropriately?

The most important issue is this that which factors interferes directly or indirectly in outbreak of such behaviors?

In other words, which factors will cause staff and managers of organizations to show ultra-organizational behaviors among themselves?

As an example, which background or preliminaries should be created for staff with the aim of being philanthropic, loyal and conscious to the activities of the organization? What is bedrock and infrastructure of organizational citizenship behavior? And which elements and factors have interference in its formation and establishment [5]?

In other words, what effects will entity and organizational health personality put in behaviors, actions and reactions of staff and personnel?

To what extent very important factor of organizational behavior, which is tantamount to organizational justice, plays an effective role in outbreak of such reactions?

At this study, it has been tried to study the mentioned subject meticulously in Research and Technology Deputy Office of the Ministry of Health and Medical Education in Iran. The following question is answered at the deputy office whether organizational health plays an adjusting role with regard to the organizational justice and organizational citizenship behavior?

Staff and personnel will show citizenship behavior when they feel that justice is observed in their organization strictly and this factor will cause fluctuations in this explanation. Organizational health personality factor admits individuals the same as they are and answer detestation with love, angry and irk with compassion, animosity with friendship and intimacy and misconduct with clemency and finally explains its view as well.

Organ defined OCB as behaviors that are "discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promote the effective functioning of the organization". He identified five categories of OCB:

1. altruism: the helping of an individual coworker on a task

2. courtesy: alerting others in the organization about changes that may affect their work

3. conscientiousness: carrying out one's duties beyond the minimum requirements

4. sportsmanship: refraining from complaining about trivial matters

5. Civic virtue: participating in the governance of the organization [6-7].

Organizational Justice:

Studies made with regard to organizational justice has witnessed remarkable and noticeable growth in recent 30 years, including laboratory and field studies. The organizational justice refers to ethical and just behavior of individuals of an organization [8].

The factor of justice is defined with the following three factors, total of which indicate the way of justice contact and behavior of organization with various strata, free from any discrimination:

1) Equality: Payment of salary and appropriate and just fringe benefits and also equal approach to all staff and personnel as a member of organization,

2) Impartiality: Impartiality in decisions related to the selection and promotion of staff and personnel,

3) Lack of discrimination: preventing from any type of discrimination and granting right of appeal to staff and personnel, i.e. right of revising in their decisions [9].

The studies made by scientists unanimously refers to this subject that organizational justice is comprised of three types [10-11].

Procedural justice, distributional justice and Interaction justice

According to Lind & Taylor in 1988, there are two main sources which evaluations on rate of observing procedure-based justice are derived from them:

1. Official procedures and instructions of organization which are called as official basics of procedure-based justice.

2. Experiences of individuals with specific authorized persons at the group who have been tasked with administering the group. This aspect is called unofficial basics of procedure-oriented justice. The official basics have structural nature and it is probable to safeguard its stability during times and various occasions and among different individuals.

The concept of justice in organizations is deep rooted in discussions related to social psychology with regard to the distributional justice. It should be noted that distributional justice deals with justice and equality comprehended from consequences and is considered as tantamount to a potential factor with important applications in organizational fields.

Many of studies carried out in this regard indicate that distributional justice is produced in payments and awards related to work of equality theory.

When staff and personnel of an organization judge on rate of appropriate, accurate and ethical consequences, in fact, they arbitrate the rate of observing distributional justice in organization as well.

Communicative or colloquial justice contains aspects of communications process such as etiquette, courtesy, truth, righteous and respect between source and receiver.

Communicative justice concentrates on perceptions of individuals from quality of interpersonal behaviors in the long run of execution of procedures [12].

Two factors undertake a very constructive and important role in perception of communicative justice:

1) Has main reasons of decisions related to appropriation of resources clearly explained with honesty and with enough degree for the persons that are affected?

2) Will individuals who are responsible for execution of decisions conduct with respect with the individuals who are affected by decisions?

Organizational literature tends to focus on three specific forms of justice perceptions:

- Distributive justice considers perceptions of fairness of outcomes (equity, equality, and needs)
- Procedural justice emphasizes the importance of fairness of the methods or procedures used (decision criteria, voice, control of the process)
- Interaction justice is based on the perceived fairness of the interpersonal treatment received, whether those involved are treated with sensitivity, dignity and respect, and also the nature of the explanations given [13].

Generally, maintaining good organizational justice can lead to ideal and favorable outcomes in the workplace. It is expected that employees will act according to organizational rules and regulations if they are treating fairly and receive the outcomes they desire. In research, it has been shown that employees are more committed to the organization, have more trust, and are more satisfied when the procedures within an organization are perceived as being just. There is also research that compared organizational justice to various employee behaviors and elements of interpersonal communication, such as sexual harassment, ethics, performance, feedback, and citizenship behavior.

Relationship of organizational justice and organizational citizenship behaviors:

In fact, today organizations are miniature of society and materialization of justice in them is tantamount to materialization of justice across the society. For this reason, nowadays, organizational justice similar to other significant variables in organizational behavior such as organizational commitment and occupational satisfaction has found specific status in management texts.

Research and studies made in this field shows growing trend and outcome of these studies has been new achievements in this field. However, managers in today organizations cannot be indifferent to this subject, for, justice like other human requirements has and is considered as a requirement.

As managers of organizations are after progress and improvement in organization, they should able to create comprehension of existence of justice in organizations among staff and personnel. Without preparing and paving appropriate backgrounds, organizations will face many problems in motivation and guidance of staff for perception of justice and equity. Greenberg believes that perception of organizational justice is a fundamental necessity for effective performance of organizations, personal satisfaction of individuals who are working in organizations [14].

Organizational Health Personality:

Health is meant lack of disease and/or lack of abnormality or deficiency in a live creature.

Outbreak of a disease may result in injury or damage and/or death of live creature. Now this question is posed here that can concept of health be applied for organizations?

Thinkers and experts are of the opinion that organizations are live creature, based on which, health and disease can be studied for organizations as well.

Each human creature or human system, like an organization, enjoys three various situations in an environment.

There is "anxiety or illness" at one end, in middle part "ordinary or normal status" and at the other end, there exists "health".

Illness or anxiety normal status health

"Illness or anxiety status" includes total personal, environmental and tensional condition which causes individuals in an organization to have a performance less than expectation and their potential.

"Normal or ordinary status" is a condition, based on which, organizational and personal performance in expected levels stand at average level.

The concept of "health" is a status which exists in individuals and their respective organization and gives this possibility to them with the aim of having higher performance more than expected level and/or even more than their rivals.

Here, organization is turned into a productive, cute, agile and flexible entity in best aspect in its category.

If continuous motivation is not made in a healthy system, this healthy system will enter normal status gradually. If this loss is continued, it will enter illness status.

Criteria of Organizational Health Personality from Lynden and Klingle Outlook

Lynden and Klingle, thanks to statistical research findings made on evaluation of organizational health, have presented 11 components for organizational health:

1) Relationship: In a health organization, consecutive relation between staff and personnel should be facilitated appropriately the same with subordinates and senior officials. Relation should be mutual, details of which should be established in various levels of organization.

2) Contribution and Involving in Organization: In a health organization, staff and personnel of all levels should involve themselves with decision makings of organization.

3) Loyalty and commitment: In a health organization, there is a high trust and confidence among persons.

4) Validity, fame or prestige of organization: In a health organization, perceptions will reflect positive credit and prestige to staff, based on which, staff values and honors prestige and validity of their department or division.

5) Spirit: Appropriate spirit in organization is established in a friendly environment where staff likes each other and their jobs.

6) Ethics: In a health organization, generally, there is not immoral behavior. Staff desire to respect and value more to their inner ethics and conducts.

7) Recognition or cognition of performance: In a health organization, staffs are encouraged to actualize or materialize their talents and are supported. Generally, they feel that they are beneficial.

8) Path of Target: In a health environment, staff can recognize high concentration of their departments and distinguish objectives inside the organization, for; they contribute in formulation of objectives.

9) Leadership: Leaders are considered as determining factor on profitability and efficacy and effectiveness of organization. Leaders have generally friendly behavior and staff and personnel can establish relation with them in peace of mind and easily.

10) Improvement or development of performance of staff: in an organizational health environment, there is almost a special board for supporting training and consecutive improvement of existing manpower in organization.

11) Application of Resources: staff and personnel should observe that resources and facilities have divided among them deservedly and appropriately in accordance with their expectations on their progresses. In healthy organizations, system workforce especially staff and personnel are used effectively i.e. individuals are neither unemployed not work more than ordinary time.

Concept of organizational health is a unique or unprecedented concept which allows us to have a large image on organizational health. In healthy organizations, staff and personnel are committed, duty bounded and beneficial and enjoy high performance and spirit.

Health organization is a place where individuals rush to workplace with deep interest and boast to work at this place. In fact, health of organization plays a very constructive role in effectiveness of behavior of any system in terms of physical, mental, security, meritocracy and valuation to knowledge, specialty and personality of beneficiaries and

boosting their capabilities and fulfilling duties delegated by its ultra systems. In organizations which possess staff and personnel with organizational health personality, organizational justice is defined meaningfully and staff feels it with all their means wholeheartedly [15-51].

Research Conceptual Objective and Model

Study of relation of justice and organizational citizenship behavior and role of organizational health personality on it, as an adjuster variable at Research and Technology Deputy Office of the Ministry of Health and Medical Education, is the main objective of the present study. The conceptual model has been shown in Fig. 1, as a displaying tool of relationship, between variables of research for the desired study.

Basic Questions of Research and Its Hypotheses

The present study enjoys two basic questions. Firstly, is there any relation between organizational health and organizational citizenship behaviors? Secondly, the following question is posed that: "will organizational health personality adjust relation of organizational justice and organizational citizenship behavior?

The hypotheses of study based on questions of research include as follows:

1) The more positive perception of organizational justice is observed among minds of staff and personnel, the more organizational citizenship behavior will be intensified.

In organizations which possess organizational health personality, impact of positive perception of staff from organizational justice will be exceeded than organizational citizenship behavior.
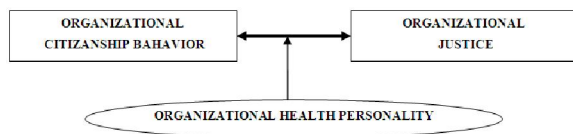

Figure 1- Research model

2. Material and Methods

The location of the present study has been made at Dept. of Development and Coordination Medical Informatics, Undersecretary for Research and Technology, Ministry of Health and Medical Education, Tehran, Iran which includes bureaus of the Deputy Office, general affairs department, Financial and Medical Ethics Department. Also, total number of staff and personnel (official (crew members) and contractual) of the Deputy Office of the ministry stands at 150 persons.

Sample volume or subject of the present study is equal.

This study is descriptive in the field of research and is of correlation type. For collection of information, questionnaire tool has been used in three parts, including 114 purposeful questions which have been posed from reliable domestic and foreign questionnaire. According to Fig. 2, Cronbach's Alfa Coefficient has obtained appropriate and pleasant rate for each of three parts as mentioned in above. Hence, reliability and validity of the questionnaire at this part is approved.

Library-based method has been used for collection of information related to the literature of the present study. In analysis of data, descriptive statistics methods (including overuse distribution table, average, standard deviation and table and diagram) and inference statistics (including Pearson Moment Correlation Coefficient, Partial Correlation) and SPSS software package has been used.

Statistical Analysis

We have used Pearson Correlation Coefficient for testing first hypothesis in a way that we will put forward statistical supposition of this hypothesis in the following form:

$$H_0 : \rho = 0 \quad H_1 : \rho \neq 0$$

Where, "ρ" indicates degree of correlation between two variables of organizational justice and organizational citizenship behavior.

With due observance to the output of SPSS software package, as shown in Fig. 3, it is observed that degree of correlation between two equal variables is 375%, which indicates relative weak correlation. On the other hand, since probability rate of the mentioned correlation test (0.000) is less than the rate of research error coefficient (0.05), hence, hypothesis H0 (hypothesis lacking relation) is rejected (turned down) and we come to this conclusion that there is a positive relationship between organizational justice and organizational citizenship behavior.

Accordingly, with 95% degree of confidence, the first hypothesis of the research is not rejected, i.e., the more positive perception of organizational justice is observed in minds of staff, organizational citizenship behavior will be boosted.

Correlations

Although, for testing second hypothesis we have used Partial correlation coefficient in a way that we will put forward statistical supposition of this hypothesis in the following form:

Where, " " indicates degree of correlation between two variables of organizational justice and

organizational citizenship behavior in health organizations.

With due observance to the output of SPSS software package, as shown in Fig. 4, it is observed that degree of correlation between two equal variables is 269%, which indicates relative correlation. On the other hand, since probability rate of the mentioned correlation test (0.002) is less than the rate of research error coefficient (0.05), hence, hypothesis H0 (hypothesis lacking relation) is rejected (turned down) and we come to this conclusion that there is a positive relationship between organizational justice and organizational citizenship behavior.

Accordingly, with 95% degree of confidence, the second hypothesis of the research is not rejected, i.e., the more positive perception of organizational justice is observed in minds of staff, organizational citizenship behavior will be boosted with the mediation of the Organization's Health Personality.

3. Results

The results, obtained from analysis of data and hypothesis test of the desired research, indicate that there is a positive relation between organizational justice and organizational citizenship behavior with degree of confidence (95%).

Consequently, the more positive conception is observed from organizational justice in minds of staff, organization citizenship behavior will be boosted. One of the other significant findings of the study, obtained from statistical analysis with the same coefficient of confidence, shows that there exists a positive relation between organizational justice and organizational citizenship behavior. Namely, in organizations, possessing organizational health personality, impact of positive perception of staff from organizational justice will exceed than organizational citizenship behavior.

That is to say that mental perception of staff and personnel on observing justice in outbreak of their citizenship behaviors will be exceeded when organization enjoyed health personality. Finally, it is considered as general clarification of conceptual model of research.

Table 1- Cronbach's Alpha Reliability

Acceptance		Cronbach's Alpha Coefficient	Variable	No
No	Yes			
	*	0.86	Organizational citizenship behavior	1
	*	0.86	Organizational justice	2
	*	0.69	Organizational health personality	3

Table 2- **Correlation is significant at the 0.01 level (2-tailed)

		Organizational citizenship behavior	Organizational justice
Organizational citizenship behavior	Pearson correlation	1	0.375**
	Sig . (2-tailed)		0.000
	N	134	134
Organizational justice	Pearson correlation	0.375**	1
	Sig . (2-tailed)	0.000	
	N	134	134

Table 3- **Correlation is significant at the 0.01 level (2-tailed)

Control variables		Organizational justice	Organizational citizenship behavior
Organizational health personality	Correlation	1.000	0.269
	Sig . (2-tailed)		0002
	df	0	131
	Pearson correlation	0.269	1.000
	Sig . (2-tailed)	0002	
	N	131	0

4. Discussions

The present findings, while approving theories of Morgan, Lynden and Klingle, indicate that staff of an organization show citizenship behaviors from themselves when they enjoy health mental condition. According to this supposition, health personality is invigorated among them. When health personality is invigorated among them, they will feel sense of satisfaction and will enjoy their work excellently. Finally, their (staff) positive approach from work and occupation will boost their loyalty to organization, based on which, they will feel sense of belonging ad commitment to the organization. Finally, having such sense of belonging and commitment unconsciously in their behaviors and reactions will be manifested excellently and beautifully.

With due observance to statistical results, obtained from this research, researcher of this study has come to this conclusion that factor of organizational health personality is considered as adjusting factors of relation between comprehension of individuals from organizational justice and organizational citizenship behaviors. Also, in view of researcher, managers and supervisors of organizations, with recognition of factors effective on outbreak of citizenship behaviors among staff and personnel and also double effort in promotion of organizational personality, can take giant stride in

line with moving towards organizational excellence objectives. Consequently, they can prevent organizational vulnerability. Establishing sense of justice-based environment is one of the basic and major duties of managers of organizations, for, such environment has high relation with effectiveness criteria of organization.

Invigoration of organizational citizenship behavior among staff and personnel of an organization, with observing organizational justice, will accelerate trend of materialization of objectives of organization. The results, obtained in this regard, is in compatible with results of studies made by Mormon (1991), Williams and et al (2002), Escandora (1999), Spector and Karash (2001), Lee Vankesian and Wan Vio (2007), Zengel WHNG Leung, Laam, Hoy, Tater and Kottcamp, Patel, Hoy and Volfok, Stephan Rob, Daniel Koumi and Richard Greef (2005), Natolie Vincent (2003).

The following suggestions are presented for other researchers:

1) Studying obstacles of observing organizational justice,

2) Studying relation of organizational health personality and organization citizenship behavior

3) Recognition of justice-based organizations,

4) Studying obstacles for establishing health organization,

5) Studying debilitating or weakening factors of organizational citizenship behavior,

6) Studying organizational citizenship behavior from viewpoint of theoreticians

Although, the following suggestions are presented for Managers and Supervisors:

1) Guiding organizations towards paving suitable infrastructure for contribution and justice-based organizations,

2) Comprehending and appreciating fair and satisfactory work of staff by managers and granting appropriate feedbacks with regard to the performance

3) Setting up complains and proposals system in organization in line with more contribution of staff and personnel and respecting them,

4) Boosting level of confidence in organization and establishing very intimate and close relation of managers with staff and personnel,

5) Organizing workshops and consultation sessions with regard to occupation or job special of dissatisfied staff and personnel in organization,

6) Performing individual and group encouraging programs among customer-oriented staff and personnel,

7) Establishing consultation groups (special of staff and managers) for institutionalization of organizational citizenship behavior,

8) Embarking on revising some of encouraging bylaws and instructions based on observing organizational justice

Ethical considerations

Ethical issues (Including plagiarism, Informed Consent, misconduct, data fabrication and/or falsification, double publication and/or submission, redundancy, etc) have been completely observed by the authors.

Corresponding Author:

S.H. Zakiani
Department of Development and Coordination Medical Informatics
Undersecretary for Research and Technology, Ministry of Health and Medical Education
Tehran, Iran
E-mail: zakiani1389@yahoo.co.uk

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