Journal of American Science

Analysis of the Effect of dimensions of Spiritual intelligence on organizational justice in some industrial firms of Isfahan city

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Abstract: The aim of the present research is the study of the effect of Spiritual intelligence on perceptions of organizational justice . This study is practical and descriptive. For data analysis we are using Structural equation m model (SEM) . Hypothesis testing shows there is a positive relationship among Spiritual intelligence and employee's perceptions of organizational justice. About the effect of Spiritual intelligence dimensions on organizational justice, results shows that all dimensions are positively related to organizational justice and Conscious state expansion factor has most important effect on organizational justice.

Introduction

Perceptions of organizational justice is just one element of social exchange. If employees perceive that they are being treated fairly by their supervisors, they will be more likely to reciprocate by holding positive attitudes about their work, their work outcomes, and their supervisors (Wat & Shaffer, 2005: 407). Organ (1988) suggested that organizational citizenship behavior might be "an input to one's equity ratio" and that employees respond to inequity by increasing or decreasing their levels of organizational citizenship behavior. Another social context characteristic, which we contend is also relevant to understanding organizational citizenship behavior, is that of interpersonal relationships. Higher-quality relationships involve exchanges of resources that go beyond those specified in the formal employment contract (Wat & Shaffer, 2005: 407-408) .Considering all the above, researchers. Organizational justice concept was first used by Greenberg (1990).. According to Greenberg (1990), perceptions of organizational justice operationalized as a three-dimensional construct :

- ***Distributive justice*:** Colquitt & et al (2005) notice that distributive justice was initially conceptualized by Homans (1961) based on the notion of relative deprivation introduced by Stouffer & et al (1949). Further, they noted that many of Homans' ideas about distributive justice were developed more fully by Adams (1965)' equity theory (Sholihin & et al, 2007: 5-6). According to Greenberg (1990), distributive justice involves employee assessments of fairness of rewards and inducements received in exchange for contributions at work

.- ***Procedural justice*:** Concerning procedural fairness, the term was first used by Thibaut & et al (1974) and Thibaut and Walker (1975) to refer to the social psychological consequences of procedural variation, with particular emphasis on procedural effects on fairness judgments. Procedural justice involves employee assessments of the extent to which decisions are based on fair methods and guidelines. In other words, employees evaluate the extent to which they feel processes used to make decisions that influence them are just (Ang & et al., 2003: 563).

- ***Interactional justice*:** Bies and Moag (1986) introduced still a third dimension of organizational justice. From a series of interviews, they discovered that people were also concerned about the quality of interpersonal treatment they received during the enactment of procedures and tied perceptions of justice to it (Lau, 2008: 15). Bies and Moag (1986) termed these fairness perceptions "interactional justice". Interactional justice suggests that perceptions of procedural justice can originate from an organization's

procedures and how those procedures are implemented (Wat & Shaffer, 2005: 409).

spiritual intelligence

Emmons in 1999 expressed, spiritual intelligence is a set of capabilities for the benefit of religious and spiritual resources. Spiritual intelligence has combined intelligence and Spiritual structures in a structure (Rajaei, 2010, p27).However, raising spiritual intelligence by psychologists have provided new areas for research up about the role of spirituality in the sense of human behavior to engage in research and review new (Rajai, 2010, p 43)

the arrival of spirituality to organization and organizational justice are considered as the twenty-first century challenges and managers must are confronted necessarily with these two new phenomena and necessarily must also consider them (Vares, 2009, p145).

According to research conducted in recent years in the world and increasing attention to the study of spiritual intelligence and its application in various fields and also review organizational justice as one of the effectiveness important factors. King (2008) is defined spiritual intelligence such as:" Spiritual intelligence is as a set of intellectual capacity that contributes to the integration and knowledge and adaptive application of spiritual and supernatural aspects of personal existence and lead to critical existential thinking, increased meaning, identify of superior universe and dominated of spiritual state (king,2009,p69).Spiritual Intelligence in this study is measured by using King Questionnaire in 2008 in terms of four indicators:

Critical existential thinking: Ability of critical thinking about issues metaphysical and the life is including truth, world, place, time and death .Personal meaning production: it is the ability to create personal meaning and purpose in all of the physical and emotional experiences. Transcendental awareness: it is ability to understand transcendent dimension, others and world during conscious state .Conscious state expansion: Ability to enter a higher spiritual state including consciousness, deep prayer and meditation and its leaving (Sagharvani, 2010, p37).

The aim of this study to measure the spiritual intelligence, and more importantly is investigate the relationship between spiritual intelligence and organizational justice. In examining the factors related to organizational justice, spirituality is considered as one of the main cause's organizational justice and also stated that spiritual intelligence has combined spiritual and intelligence in a structures. In this research spiritual intelligence and its dimensions were expressed as independent variables that its dimensions according to model of King (2008) include the following:

1- Critical existential thinking (CET)
2- Personal meaning production (PMP)
3- Transcendental awareness (TA)
4- Conscious state expansion (CSA)

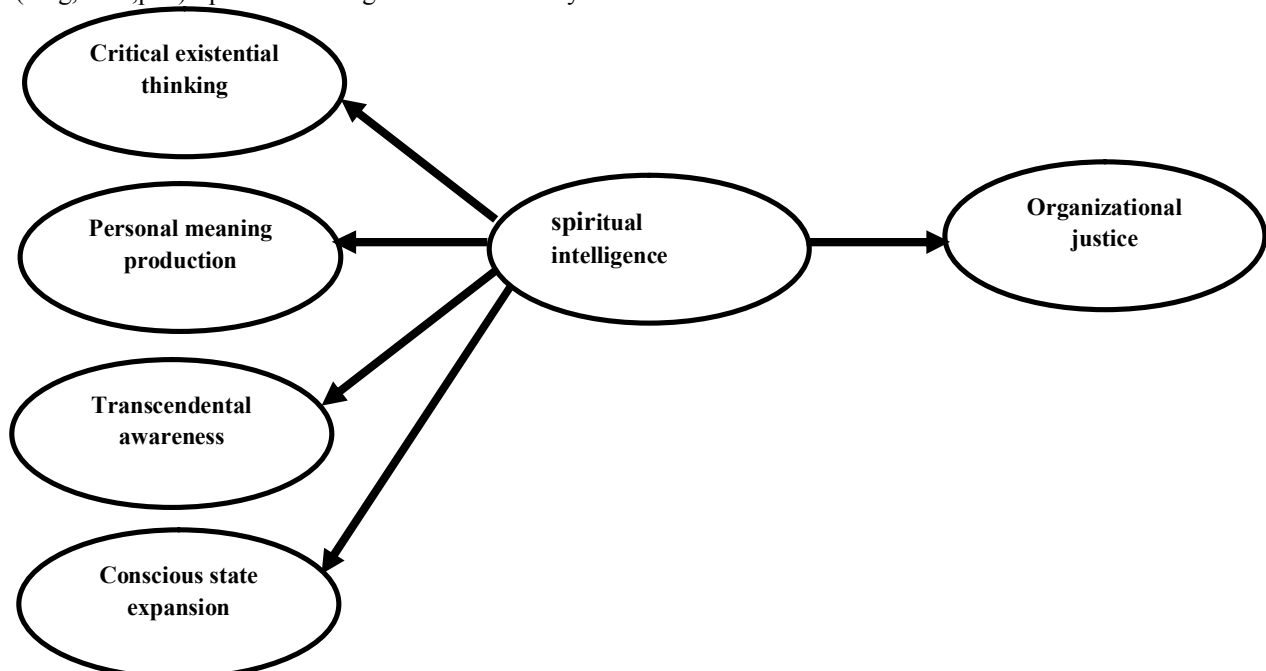We proposed this model to investigated effect of spiritual intelligence

Figure 1:proposed model

Hypothesis:
H1: There is positive relationship between personal meaning production and organizational justice
H2:There is positive relationship between critical existential thinking and organizational justice
H3:There is positive relationship between Conscious state expansion and organizational justice
H4: There is positive relationship between transcendental awareness and organizational justice

data collection
Statistical population of the study research is the Fourth International Exhibition of Building Materials and Technology (Lightweight construction - Retrofitting) and the Fourth Exhibition elevators, lifts, industrial equipment that was held at the International Exhibition

in Isfahan (Iran), 14 to 17 October. 28 elevator companies And 110 the building materials and technology companies attended in this the International Exhibition. The sample population for this study was 200 participants within these companies, of whom 96 (48%) participated in the research study. According to Leedy and Ormrod (2005), a sample of 25% to 30% of the population is adequate for survey-based research.

In addition to the research approach, this study gathered demographic information about the participants to ensure a good representation of the study sample. Table 1 lists the respondent and company characteristics and employees, including firm Gender, Age, Education, Functional, Organization, Department, Years of Service.

Table 1:Descriptive Statistics and Demographics (N = 96)

Item	Frequency
Gender	Male :24 Female:72
Age	19 to 26: 31 27 to 34:50 35 to 42: 13 43 to 50:0 51 to 57: 1 57or Older: 1
Education	High School Diploma:8 Associate Degree: 10 Bachelor Degree: 65 Master Degree: 13 Doctorate Degree: 0
Organization	Education:1 Government:4 Health Care: 0 Services:22 Manufacturing:51 Real Estate:1 IT : 7 Other:10
Functional Department	Executive: 38 Accounting: 8 Training: 0 Management: 24 Production:20 Networking :2 Application Development: 3 Othre:1
Years of Service	1 year or less:28 2 to 5 years:38 6 to 9 years:16 10 to 13 years: 9 14 to 16 years: 0 17 to 20 years:4 21 years or longer:1

Validity, Reliability:this study used a panel of experts to determine the validity of the modified items in the survey instrument and participants from a local university to participate in a pretest of the survey instrument andThe Cronbach Alpha reliability test was conducted According to Vitari et al. (2007), a Cronbach Alpha score over .70 represents a reliable factor. The reliability results of this study produced six factors with Cronbach Alpha of .743, .726, .760, .705 and .70 corresponding with CSA, TA, CET, PMP, OJE and respectively, indicating reliable factors.

After this initial analysis had been conducted, the data was loaded into the SPSS® Analysis of Moment Structures (AMOSTM) statistical package for

further evaluation using the a structural equation modeling(SEM) as a means to test possible cause-and-effect relationships of the conceptual model.

To validate authors approach, a structural equation modeling (SEM) was used (Simonin, 1999; Yli-Renko et al., 2001). The SEM shows the interaction between the theory and the empirical data. In addition, it allows us to test the causal relationships between constructs that feature multiple measurement items.

According to Simon and Paper (2007), literature suggested that SEM is an appropriate technique for a model-fit examination, superior to multiple regression analysis. In fact, literature

suggested there are seven common measures of model-fit analysis (Levy & Green, 2009). These measures include chi-square/degrees-of-freedom (Chi-square/df); goodness-of-fit index (GFI), adjusted goodness-of-fit-index (AGFI), normed fit index (NFI), non-normed fit index (NNFI), comparative fit index (CFI), and root mean squared error of approximation (RMSEA).The results of the analysis are illustrated in table2.

Table 2:Summary of the Conceptual Model Tests (N = 96)

X2/DF	(IFI)	(GFI)	(AGFI)	(NFI)	(CFI)	(RMSEA)
1.378	.949	.921	.859	.837	.946	.063

Structural model .The first step was to obtain the goodness-of-fit of the model hypothesizedin Figure 2. X2/DF (1.378 Less than five) corresponds to a satisfactory adjustment. The other adjusted indices (CFI= .946,IFI= .949, GFI = .921, NFI = .837, AGFI= .859) and the root mean of the index's squared residual(RMSR= .063) are within acceptable ranges. This implies a substantial amount of variancein the model and fit to the model. Path analysis was used to empirically test the conceptual model and provided quantitative estimates of relationships between variables. The findings in Table3 indicate Maximum Likelihood Estimates for hypothesized paths.

Table 3:Maximum Likelihood Estimates for Hypothesized Paths

Path	Estimate	(C.R.)	Significance
OJE ← CSA	0.63	7.008	***
OJE ← TA	0.51	4.694	***
OJE ← CET	0.58	4.947	***
OJE ← PMP	0.42	4.018	***

Finally Table 4 summarizes the results of the tests of the hypotheses. CSA had significant relationship with organizational justice (OJE), i.e., H1 was supported. TA had a significant relationship with Technical organizational justice (OJE) i.e., H2 was supported. CET had a significant influence on organizational justice (OJE) i.e., H3 was supported. In addition, PMP had a significant influence on organizational justice (OJE), i.e., H4 was t supported

Table 4:Summary of Hypotheses Results

Hypotheses	Results
H1: There is positive relationship between personal meaning production and organizational justice	Supported
H2:There is positive relationship between critical existential thinking and organizational justice	Supported
H3:There is positive relationship between Conscious state expansion and organizational justice	Supported
H4: There is positive relationship between transcendental awareness and organizational justice	Supported

Conclusions

Organizational justice is the term used to describe the role of fairness as it directly relates to the workplace. Specifically, organizational justice is concerned with the ways in which employees determine if they have been treated fairly in their jobs (Moorman, 1991: 845).

Organizations are faced with a growing staff that seeking meaningful work, meaningful work and create favorable work environments for fostering their creativity and talents for their own development. So on the one hand, such new approach is development of field and work environment that develop creativity and personal growth of employees. On the other hand, change and development staffs with external approaches and the introspective approaches that cause lead to staff across functions and organizational roles. According to confirm hypothesis, Managers must promote teamwork in organizations until employees has feel a link with each other and also employees must increase their awareness and consciousness and their understanding taken beyond material world and try in creation of relationships and recognizing of superior and sacred existence and also their goals must integrate with the larger goals such as happiness of family, community, humanity, organizations. Employees who know their values and goals in line with values and mission in organizations believe that the organization will take care of them and is sensitive rather than issues in the organization. thinking about concept and reason of obtained experiences and failures and successes in lifetime for the person. It means their ability raise to understand the meaning and concept of life issues. Achieve to goal in Issues and decisions can be deep their meaning. The overall probability increases an individual achieve to predetermined goals and in time dealing with stress, production operates as compatibility the method.

Employees with a deep meaning and significance feel is consider to doing work right. Such employees will have a working conscience and they will act spontaneously and self-control and such employees try for doing their better work and always they retain information, knowledge and skills themselves updated. These employees given the profound concept that feel in their work can tolerate difficult situations and also are helping to do better tasks for their partners, including low-skilled workers.

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7/6/2021