Full Length Research Paper

The relationship between organizational climate, job involvement and organizational trust with organizational justice: A case study of hospital systems of Isfahan city, Iran

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The main purpose of this research is to examine the model of the relationship between organizational climates, Job involvement and organizational trust with nurses' perceived organizational Justice. The method of study is correlational. The statistical population consists of all of nurses of hospital systems of Esfahan city, central region in Iran. The data gathering instruments were four questionnaires (Nihof and Moormans' organizational Justice, organizational climate of Jaw and Liuw, Ruders' organizational trust and Kanungos' Job Involvement). The reliability of the questionnaires are estimated for organizational justice ($\alpha=0.95$), organizational climate ($\alpha= 0.86$), organizational trust ($\alpha=0.94$), Job involvement ($\alpha=0.91$).The results indicated that organizational Justice can be predicted by the organizational climate (variances=0.593) and this increased with job involvement (variances=0.336).Based on β coefficient, with increased of one unit of participational climate, organizational justice is increased to 0.626 and with increased of one unit of job involvement, organizational justice is decreased to 0.388. Also the results shows that organizational justice is predicted by organizational trust (variance=0/5), and with trust in administrator 5 to13% and with trust in colleague 13 to 18% is increased. The relationship among trust in administrator, colleague and organization is significant ($P<0.05$). The chartered financial analyst (CFA) shows that the measurement model fit the data very well with adjusted goodness-of-fit Index (AGFI) of 0.8 and goodness of fit index (GFI) of 0/95 and a chi-square (203.21) (p<0.001).It concluded that the adjusted model of organizational justice is applicable for hospital systems of Esfahan city.

Keywords: Adjusted model, organizational justice, organizational climate, job involvement, organizational trust, correlational study, hospital systems.

INTRODUCTION

The term organizational justice was coined by Greenberg (1987) and is defined as an individual's perception and reactions to fairness in an organization.

Justice or fairness refers to the idea that an action or decision is morally right, which may be defined according to ethics, religion, fairness, equity, or law. People are naturally attentive to the justice of events and situations in their everyday lives, across a variety of contexts (Tabibnia et al., 2008). Individuals react to actions and decisions made by organizations every day. An individual's perceptions of these decisions as fair or unfair can influence the individual's subsequent attitudes and behaviors. Fairness is often of central interest to

Abbreviations: CFA, Chartered financial analyst; **AGFI,** adjusted goodness-of-fit index; **GFI,** goodness of fit index; **SEM,** structural equation modeling; **RMR,** root mean residual; **RMSR,** root mean square residual.

organizations because the implications of perceptions of injustice can impact job attitudes and behaviors at work. Justice in organizations can include issues related to perceptions of fair play, equal opportunities for promotion and personnel selection procedures. Perceived organizational justice as an attitude is an important variable that helps in maximizing organizational effectiveness. In order to improve the degree of perceived organizational justice, all managers must have a realistic view of what determines it. Among the various views on perceived organizational justice, the most realistic variables that must be considerate are as follow: organizational climate, job involvement and organizational trust. Therefore, an attempt is made to study on the relationship between them.

Organizational climate (sometimes known as corporate climate) is the process of quantifying the "culture" of an organization. It is a set of properties of the work environment, perceived directly or indirectly by the employees, that is assumed to be a major force in influencing employee behavior. Griffin et al. (1996) has found that organizational climate model accounts for at least 16% single-day sick leave and 10% separation rates in one organization. Job involvement (employee engagement or work engagement, is a concept that is generally viewed as managing discretionary effort, that is, when employees have choices, they will act in a way that furthers their organization's interests. An engaged employee is a person who is fully involved in, and enthusiastic about, his or her work. In fact it represents the extent to which an individual is personally involved with his or her work role. Kanungo (1982) defines job involvement as the psychological identification with one's job. The other variable that influences on organizational justice is organizational trust. Trust is indeed an important issue in organizations of today. It is important, how organization creates trust with its customers or employees. It is carefully done one building block at a time. Trust creates a solid foundation. It endures through time when organizations and individuals prove themselves through their actions on a daily basis. In order to create trust within your organization, incorporate the following strategies: Keep your commitments and promises, share yourself honestly with open communications, listen, keep confidences, be accessible, show respect, be fair and consistent, cooperate and look for ways to help, avoid excuses and blaming, be accountable. However, this research is following the effect of organizational climate, job involvement and organizational trust on organizational justice.

Organizational climate and organizational justice

Filipova (2011) showed that there are relationships among ethical climates, perceived organizational support and intent-to-leave for licensed nurses in skilled nursing facilities. Colquitt et al. (2002) showed that climate level

(that is the average procedural justice perception within the team) was significantly related to both team performance and team absenteeism. Moreover, the effects of climate level were moderated by climate strength, such that the relationships were more beneficial in stronger climates. In addition, team size and team collectivism were significant antecedents of climate level and team size and team demographic diversity predicted climate strength. Spell and Arnold (2007) found that the interactive effects of distributive and procedural justice climates significantly influence individual feelings of both anxiety and depression. This effect goes beyond the main effects of justice at the individual level. It is important that we know, kind of mechanisms is related to various unit outcomes and proposes (Mayer et al., 2010). Jaw and liuw (2003) divided organizational climate into two categories. Collaborative climate and creative climate. Shafiepour (2011) showed that the effect of collaborative climate on organizational justice is more than the other one. Because collaborative climate makes individuals in organizations respect to each other and have a kindness communication. Thus, this research tends to test this hypothesis:

H_1: There is direct relationship between organizational climate and organizational justice.

Job involvement and organizational justice

Job involvement refers to extent in which employees engage in working in an organization. It is the key of motivation and satisfaction (Rogleberg, 2007). Job involvement has two components: psychological climate and psychological security. The results indicate that there are relationship between job involvement and service. Climate in impacting CO-OCBs is complex (moderated mediation or mediated moderation?), warranting further investigation. Some studies demonstrate the important effects of service climate and job involvement on frontline employees' customer-oriented organizational citizenship behaviors in Greek service organizations. Situational antecedents of Job involvement, focuses on the job's ability to satisfy certain psychological needs such as sense of meaningfulness, control of work processes, feedback about accomplishments, personal growth and development, supportive relationships. Blau (2002) showed that individuals showing higher levels of job involvement and organizational commitment would exhibit less unexcused tardiness and absenteeism than those with lower levels of job involvement and organizational commitment. Mantler et al. (2005) indicated that the fair treatment at work did not affect level of job involvement for faculty member. The belief that faculty members had been on the receiving end of fair or unfair procedures or outcome distribution by the university did not influence their level of job involvement. Job involvement rather

than being related to the personal state and in particular, negative affectivity (Brown, 1996). Thus, this research tends to test this hypothesis.

H_2: There is direct relationship between job involvement and organizational justice.

Organizational trust and perceived organizational justice

When managers of organizations use distributional justice and comprehensive decision making styles for management of organization, nurses are satisfied more than before and trust in factors surrounding them including the manager, colleague and organization. In fact, organizational trust is increased by procedural justice. Procedural justice towards employees is a basis for employee commitment (Moorman et al., 1998; Bradberry and Tatum, 2002). Procedural justice influences individuals' perceptions of fairness in regard with pay raises and promotions as well as organizational commitment and job satisfaction (Folger and Konosky, 1989; Kirby and Richard, 2000; Mcfarlin and Sweeney, 1992). The perceived organizational justice is affected by variables of distributional justice, procedural justice and transactional justice (Robinson, 1998; Skarlicki et al., 1996). Thus, the organizational trust predicts organizational justice. Butler (1991) determined that perceived justice for managers is one of the outcomes of the trust. Bies and Tripp (2000), discussed that different types of trust can be related to different kinds of organizational justice (distributional, procedural and transactional). Wayne et al. (2004) believe that organizational justice is not possible without trust. Individuals in organizations whose justice reflect more fairness treatment will report high level of tendency for collaboration with the organization and colleagues. In addition, individuals in organizations whose justice reflect more fairness treatment will report high level of tendency for collaboration with the organization and colleagues. The studies conducted by Haffman et al. (2002), show when there is trust between the employees of an organization, interpersonal relations are developed and a suitable climate in organization is provided. Organizational justice can be affected by the nurses' trust in each other and their principals. Podsakoff et al. (1997) concluded that there is a relationship between three domains of organizational justice and trust as a moderate variable (trust in principal and organization) and criteria variables (job satisfaction, outcome, organizational commitment, organizational citizenship behavior and performance duties). Thus, this research tends to test the other hypothesis:

H_3: There is direct relationship between organizational trust and organizational justice.

METHODS

This research studies the relationship between organizational climate, job involvement, organizational trust and organizational justice. Thus the research method is correlational which is a category of descriptive research. The causal correlation is used because the research aimed to study the effect of each predictor variables on organizational justice. The statistical population consisted of all of nurses of hospital systems of Esfahan city, a city which is located in central region of Iran. The population sample was selected by random (n=136). Questionnaires were distributed among the nurses.

Measures

This research used four questionnaires for study and they are as follows (1) The organizational justice questionnaire is adopted from Moorman and Nihoff (2001) with reliability (α= 0.95). This questionnaire consists of three sections: distributional justice (9 items), procedural justice (5 items) and transactional justice (7 items). The respondents assessed each item on a 5 point response scale ranging from 1(very unfair) to (very fair). (2) Ruders' organizational trust questionnaire (2003) with reliability (α= 0.94) Kanungos' Job Involvement (1982) with reliability (α= 0.91) and organizational climate of Jaw and Liuw (2003) with reliability (α= 0.86). It was divided into different categories (creative climate and collaborative climate).

Data analysis

We used structural equation modeling (SEM) to empirically examine the relationships among variables in our study such as organizational climate (Jaw and Liuw, 2003), organizational trust (Ruder, 2003), organizational justice (Moorman and Nihoff, 2001), Job Involvement (Kanungos, 1982). Based on procedures reported in the literature (Greenberg, 1987; Griffin et al., 1996; Colquitt et al., 2002; Filipova et al., 2011; Blau, 2002; Mentzer et al., 2005; Skarlicki et al., 1996; Jaw and Liuw, 2003; Wayne et al., 2004; Robinson, 1996), we tested all constructs of variables of the model of this research. To measure latent variable with single indicators, we took measurement error into consideration by setting the path from the latent variable to the scale score equal to the product of the square root of the reliability and its' standard deviation and by setting the error variance equal to the product of variance of the scale score (Moorman, 2001). Also, we used the chi-square, Root Mean Residual (RMR), AGFI, GFI and Root Mean Square Residual (RMSR) to evaluate the fitness of the model. A significant chi-square difference value suggests that the hypothesized model should be accepted.

RESULTS

Table 1 indicates that collaborative climate and creative climate have direct effect on organizational justice. Table 2 indicates that psychological climate has direct effect on organizational justice and psychological security has an indirect effect on organizational justice. Table 3 indicates that trust in organization, trust in manager, trust in colleagues have direct effect on organizational justice.

DISCUSSION

As the results of this research showed collaborative climate and creative climate have direct effect on organizational justice. Of course the effect of collaborative climate is more than creative climate. Shafiepour et al.

Table 1. Shows the step by step regression for prediction of organizational justice by organizational climate.

Variable	β	Std. error	Beta	t	Sig.	R	R²	Δ R²	F	Sig
Step one										
Fix coefficient	5.204	2.208		1.181	0.238					
Collaborative climate	1.043	0.051	0.682	17.748	0.001	0.682	0.465	0.464	314.998	0.001
Step two										
Fix coefficient	19.611	2.356		4.126	0.001					
Collaborative climate	0.907	0.047	0.593	16.592	0.001	0.755	0.571	0.568	239.794	0.001
Creative climate	0.508	0.032	0.336	9.406	0.001					

Table 2. Shows the step by step regression for prediction of organizational justice by job involvement.

Variable	β	Std. error	Beta	t	Sig.	R	R²	Δ R²	F	Sig
Step one										
Fix coefficient	27.975	2.208		12.661	0.001					
Psychological climate	1.278	0.051	0.798	25.160	0.001	0.798	0.636	0.635	633.008	0.001
Step two										
Fix coefficient	7.802	2.356		3.312	0.001					
Psychological climate	1.000	0.047	0.624	21.475	0.001	0.870	0.756	0.755	560.666	0.001
Psychological security	0.431	0.032	-0.388	13.353	0.001					

Table 3. Shows the step by step regression for prediction of organizational justice by trust organizational.

Variable	β	Std. error	Beta	t	Sig.	R	R²	Δ R²	F	Sig
Step one										
Fix coefficient	90.30	2.29		39.36	0.001					
Trust in organization	0.390	0.063	0.308	6.15	0.001	0.308	0.095	0.092	34.845	0.001
Step two										
Fix coefficient	79.77	2.91		27.41	0.001					
Trust in organization	0.558	0.068	0.440	8.19	0.001	0.407	0.166	0.161	55.675	0.001
Trust in manager	0.396	0.071	0.298	5.54	0.001					
Step three										
Fix coefficient	62.40	4.93		12.64	0.001					
Trust in organization	0.596	0.067	0.470	8.89	0.001	0.455	0.207	0.200	49.850	0.001
Trust in manager	0.402	0.070	0.302	5.77	0.001					
Trust in colleagues	0.410	0.095	0.204	4.30	0.001					

(2011) showed that the effect of collaborative climate on organizational justice is more than the other one. In fact the nurses that works in hospital need to have collaboration to each other, when they feel that there is a common sense between them, increases perceived organizational justice. However these results are adopted with spell and arnold (2007) and Mayer et al. (2010) and Jaw and liuw (2003). Also the results indicated that organizational justice can be predicted by job involvement and there is direct relationship between job involvement and organizational justice. Table 2. Indicates that psychological climate has direct effect on organizational justice and Psychological security has an indirect effect on organizational justice. Blau (2002) showed that individuals showing higher levels of job involvement and organizational commitment, thus increases perceived organizational justice Table 3. Indicates that trust in organization, trust in manager, trust

in colleagues have direct effect on organizational justice. Wayne and Tarter (2004) believe that organizational justice is not possible without trust. The studies conducted by Haffman et al. (2002) show when there is trust between the employees of an organization, interpersonal relations are developed. Butler (1991) determined that perceived justice for managers is one of the outcomes of the trust. The total results indicated that organizational Justice can be predicted by the Organizational Climate (Variances=0.593) and this increased with job involvement (Variances=0.336).Based on β coefficient, with increased of one unit of participational climate, organizational justice is increased to 0/626 and with increased of one unit of job involvement, organizational justice is decreased to 0/388. Also the results show that organizational justice is predicted by organizational trust (Variance=0.5), and with trust in administrator 5 to 13% and with trust in colleague 13 to 18% is increased. The relationship among trust in administrator, colleague and organization is significant ($P<0.05$). The CFA shows that the measurement model fit the data very well with a AGFI of 0.8 and GFI of 0.95 and a chi-square (203.21) ($p<0.001$).It concluded that the adjusted model of organizational justice is applicable for hospital systems of Esfahan city.

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