

Investigating the Relationship between Fairness with Employees' Attitude

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ABSTRACT

The present study follows the investigation of the relationship between fairness with government employees' attitude for Borujerd city. This research is descriptive-correlation type. In this study, the considered statistical population is all government employees of Borujerd which their numbers are equal to the survey conducted for 240 people. In this study, Kerjcie and Morgan and Cohen's tables have been used to determine a sample volume which has 240 employees, according to these tables the sample volume is 148 people in this research; they filled the questionnaires related to research variables. The sampling method used in the present research is simple random sampling without replacement. The questionnaires related to job satisfaction, organizational commitment, employees' tendency to turnover and fairness have all been designed by Dr. Moghimi and Dr. Ramezani (2011); which after approval of respected leader professor used to measure the related variables in statistical population. Because of being standard, the validity of all questionnaires in this research is approved. The reliability of questionnaire was measured through Cronbach's alpha coefficient and confirmed; which respectively was for job satisfaction (0.849), organizational commitment (0.837), and turnover (0.913) and for fairness (0.919). In this study, research hypothesis were surveyed and tested using Pearson's test and spss software. The results indicate that fairness has a direct and strong relationship with organizational commitment; but not with turnover.

KEYWORDS: Fairness, Employees' Attitude, Job Satisfaction, Organizational Commitment, Turnover.

INTRODUCTION

Fairness is deliberated in two-sided association and this performance can be an appropriate reassurance tool for employees. Workshop Fairness is a civic edification and encouragement organization, originated in 1994 as the National Employee Rights Institute. Workplace Fairness conditions its assignment as follows: "Our aims are that workers and their supporters are educated about workplace rights and selections for resolving workplace problems, and that the policy makers, members of the business public, and the public at large view the fair behaviour of workers as both good business practice and sound public policy."

According to management theory, uncertainty in fair meeting may reduce disadvantageous results related to the uncertainty. Uncertainty is an inherent and integral attribute in job security; and uncertainty theory was founded on the basis of fairness theory. Unfair distribution of organization's achievements and outcomes weaken employees' morale and reduce the spirit of endeavor in them. Therefore, observing fairness is the key to survival and stability in development process and proceeding of organization and its staffs. So, one of management duties is reserving and development of fair behavior in managers and creating a sense of fairness in employees. When employees feel that there is no fairness in the organization; tensions are increased and it is possible to respond appropriately to this injustice through adjustment or change in their behaviors (Stoner, Freeman 2010).

Job satisfaction, organizational commitment and employees' tendency to turnover (as opposed to job dependency) are three fundamental attitudes; and most conducted researches on organizational behavior are related to these three types of attitudes. In fact, attitude reflects type of individual's feeling toward one thing (Ahmadi, 2007, page 85). Among the important factors, organizational commitment is one of the hidden but important and effective factors on staffs' job behavior and implies a positive attitude that results from employees' loyalty feeling toward the organization.

In the field of management and industrial psychology, job satisfaction has probably devoted the greatest topics of study to itself; it has been discussed as a dependent and important variable and is the rate of feelings and positive attitudes which individuals have toward their job (Moghimi, 2006, page 383). Turnover implies permanent withdrawal from the organization. The purpose of leaving the organization is not reducing the organization size, disease, dismissal and retirement but is a leaving that has terrible effect on the organization (Gholipour, 2011, page 390).

RESEARCH BACKGROUND

Justice: Being impartial and doing fairly and justice-based work (Ahmadi, 2007, page 84), a concept by which dispute resolution references guide interprets and applies regulations on the subject due to the conditions and with the aim of realizing justice (to achieve fair result); and if there is explicit consent of parties, the disagreement will be solved (Razavizadegan, 1995). Impartiality in decisions related to employees' election and promotion (Zekli, Momeni, 2007). The ratio between individual output and job; and the rewards resulted from job (Stoner, 2010, page 775). Righteousness, justice and equality are for both sides and not much for one side.

Equality between the two sides and dealing with them in justice (Daiouleslam, 1983, page 458). Distribution of resources based on participation rate of a group or organization members (Tlebpour, Bazri, 2008, page 375).

Employees' attitude: Providing a state of readiness or a tendency to react in a specific way (Moghimi, 2011, page 35). Psychological tendency is expressed in the evaluation of an entity with some degree of kindness (Rezaeian, 2011, page 209). The attitude is a viewpoint which expresses about people, things or events. In other words, the attitude reflects the kind of individual feeling toward one thing (Ahmadi, 2007, page 85). Previous readiness to provide positive or negative reaction against some aspects of the world around us (Ganji, 2006, page 246).

Job satisfaction: It is the feelings that an employee has toward his/her job or experience in relation to previous experiences and current expectations or other alternatives. Understanding the difference results from a psychological comparison between whatever one gets and a comparison reference. The extent of feelings and positive attitudes a person has toward his/her job (Moghimi, 2006, page 383). Job satisfaction implies the degree to which people like their job (Moghimi, Ramezan, 2011, page 59). Individual level of satisfaction with the content and the condition of his/her job, especially in term of inner motivation. Satisfaction implies the feelings of meeting the needs and desires, person's judgment about what happens in his/her job affects the satisfaction of his/her job.

Organizational commitment: Strong tendency to stay a member in an especial organization (Moghimi, 2006, page 392). Giving an identity to people through involvement and participation of them in an especial organization (Moghimi, Ramezan, 2011, page 116). A viewpoint that reflects the rate of conformity and belonging of a person to the organization (Griffin, 1999). An attitude or orientation toward the organization that connect person's identity to the organization. Mental condition provides a kind of tendency and obligation to continue employment in an organization (Rezaeian, 2011, page 164). Relative strength of the sense of determining individual's identity and involvement in an especial organization (Mowday, Porter and Steers, 1982). When a person does an activity with the condition of indirect profit, the commitment is created. Set of internalized psychological pressures to perform activities in a way to achieve goals and benefits.

Employees' replacement (Turnover): Turnover implies person's permanent withdrawal from the organization (Gholipour, 2011, page 390). Organizational turnover is a process not an event. Individuals often predict their turnover (Doaei, 2011, page 275). Turnover has been defined as voluntary abandonment from organization membership and is considered as one of the withdrawal forms from the organization (Moghimi, Ramezan, 2011, page 221). Turnover or replacement includes any voluntary or involuntary permanent withdrawal from the organization (Gholipour, 2011, page 24), replacement means the loss of employees that the organization does not want to lose them (Robbins, 2010, page 40), employed conscious and deliberate will to withdrawal from the organization (Tett and Mir, 1993).

Dayan (2006) in his thesis investigated "the effect of commitment on manager, on fairness in organization and citizenship behavior and tendency to turnover from the organization". The results of this research show that commitment to manager with observing fairness in organization and organizational citizenship behaviors have positive and significant correlation. Commitment to manager with tendency to turnover from organization has significant and negative correlation. Commitment to director adjusts the relationship between the rate of observing fairness in organization and organizational citizenship behavior.

Lambert et al (2008) in a study investigated "the relationship between fairness in organization and job stress, job satisfaction and organizational commitment" in America.

The results of this research which conducted in field method showed that: observing fairness in organization has negative effect on job stress and a significant relationship with organizational commitment. Also, observing fairness in organization has a positive and significant effect on job satisfaction.

RESEARCH METHOD

The present study is descriptive-correlation type. The considered statistical population in this research is all government employees of Borujerd which their numbers are equal to the survey conducted for 240 people. In this study, Kerjcie and Morgan and Cohen's tables have been used to determine a sample volume which has 240

employees, according to these tables the sample volume is 148 people in this research; they filled the questionnaires related to research variables. The sampling method used in the present research is simple random sampling without replacement. The questionnaires related to job satisfaction, organizational commitment, employees' tendency to turnover and fairness have all been designed by Dr. Moghimi and Dr. Ramezani (2011); which after approval of respected leader professor used to measure the related variables in statistical population. Because of being standard, the validity of all questionnaires in this research is approved.

The reliability of questionnaire was measured through Cronbach's alpha coefficient and confirmed; which respectively was for job satisfaction (0.849), organizational commitment (0.837), and turnover (0.913) and for fairness (0.919). In this study, research hypothesis were surveyed and tested using Pearson's test and spss software.

DATA ANALYSIS

Main research hypothesis

Fairness can have a positive relationship with job satisfaction and organizational commitment and a negative relationship with tendency to replacement or turnover. Pearson's correlation is used to respond to this hypothesis. Pearson's correlation coefficient (r), is a parametric method and is calculated for data with normal distribution and also for distance or relative data (Momeni, 2007, page 110).

The first sub-hypothesis:

- 1) H_1 : Fairness has a positive relationship with job satisfaction
- 2) H_0 : Fairness has a negative relationship with job satisfaction

The second sub-hypothesis:

- 3) H_1 : Fairness has a positive relationship with organizational commitment
- 4) H_0 : Fairness has a negative relationship with organizational commitment

The third sub-hypothesis:

- 5) H_1 : Fairness has a negative relationship with turnover
- 6) H_0 : Fairness has a positive relationship with turnover

Table (1) Pearson's correlation coefficient between variables of fairness, job satisfaction, turnover and organizational commitment

Variables	Job satisfaction	Organizational commitment	Fairness	Turnover
Job satisfaction	-	0.741 /000 N= 148	0.857 /000 N = 148	-0.072 -0.382 N = 148
Organizational commitment	-	-	0.717 /000 N = 148	-0.207 0.012 N = 148
Fairness	-	-	-	-0.101 0.224 N = 148
Turnover	-	-	-	-

- 1) Interpretation of the first sub-hypothesis: The relationship between fairness and job satisfaction has been accepted with the value of ($R=0.857$). It is concluded that there is a significant relationship between job satisfaction and fairness, so, hypothesis of zero is rejected and research hypothesis that indicates there is a significant relationship between job satisfaction and fairness with alpha 99% is accepted. This relationship was positive.
- 2) Interpretation of the second sub-hypothesis: The relationship between fairness and organizational commitment was accepted with the value of ($R=0.717$). This relationship was positive and significant. Therefore, hypothesis of zero is rejected and hypothesis H_1 was accepted with reliability of 99%. So, there is a positive relationship between fairness and organizational commitment.
- 3) Interpretation of the third sub-hypothesis: The relationship between fairness and turnover was equal to ($R=0.101$). Meaning that it has a weak inverse relationship which according to the calculated significant level is equal to (0.224), and is more than (0.05) so this relationship is not in significant level of (0.224) and

is rejected with the probability of 0.99. Thus, there is a weak negative correlation (inverse) between fairness and turnover that is not significant. As a result, this hypothesis has been generally rejected.

✓As a result, the main hypothesis was surveyed except the third part about the existing inverse relationship between the variables of fairness and turnover and the gained result showed that there is no significant relationship between these two variables; and researcher's claim was confirmed in two other parts.

CONCLUSION

By testing the first sub-hypothesis, it was found that fairness has positive and significant relationship with job satisfaction and researcher's claim was confirmed; consequently, it is necessary that the authorities pay attention to this otherwise it can greatly reduce the employees' job satisfaction.

This result is consistent with the results gained from a research conducted by Fariborz Rahimnia and Vajiheh Hooshyari (2010) titled: The effect of organizational justice on turnover through job satisfaction, and with a research conducted by Yaghoubi et al (2009) titled: Investigating the relationship of organizational justice with job satisfaction and organizational commitment among the employees of the selected hospitals of Isfahan university of medical sciences and also with the results gained from Lambert et al. researches (2008).

- By testing the second sub-hypothesis, it was found that fairness has direct and strong relationship with organizational commitment. Therefore, it is necessary that government authorities have invested more in promoting fairness to increase organizational commitment; because this can get valuable results for the organization.

This result is consistent with the results gained from a research conducted by Hamid Kashfi (2010) titled: The effect of organizational justice on organizational citizenship behavior and with the results gained from a research conducted by Ambrose, Mesi and Johnson (2004) titled: The relationship between organizational justice and employees attitudes.

- By testing the third sub-hypothesis, it was found that fairness has inverse but no significant relationship with turnover tendency ($P > 0.05$), so, researcher's claim that there is a significant inverse relationship between these two variables was rejected. As a result, investment by organization to improve this effect is useless; because their relationship has been rejected.

The findings of this part of research is not consistent with Tanva and Nadiri research findings (2010) titled: Investigating the role of justice in turnover tendencies, job satisfaction and organizational citizenship behavior in industry because a research was found in which the relationship between fairness and turnover is strong and inverse; however, in the present study this relationship was measured as inverse but very weak and insignificant relationship.

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