

Creating Motivation and Organizational Justice

Abstract

Justice creates cohesion, and organizational justice acts as an adhesive that connects people and ensures that they work together effectively. In contrast, organizational injustice breaks down any organizational cohesion. Therefore, the present study aimed to investigate the relationship between creating motivation and organizational justice among the employees working at Imam Khomeini Relief Foundation in Zahedan, Iran. This is an applied study in terms of purpose and also the research method was a descriptive correlation. Data collection was done in the field. The statistical population of the study included a total of 270 employees working in the Imam Khomeini Relief Foundation in Zahedan. Then, 157 subjects were selected through Morgan's table as the sample of the study, and a questionnaire was distributed randomly among them. Data collection was done by using a questionnaire and the validity and reliability of which were also confirmed. Data were analyzed by using descriptive-analytical methods through using SPSS 21. To examine the research hypotheses, the collected data were analyzed by using correlation. The findings of this study showed that creating motivation and its components have a positive relationship with the improvement of organizational justice. Besides, regarding the components of management, paying attention to subordinates showed the highest impact on organizational justice.

Keywords: *motivation, organizational justice, employees, Justice*

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Introduction

Justice is a sign of rationality and intellectual and moral health of a society, as well as the key elements of rational and comprehensive growth and development. It is the basis of all virtues and perfections and a preserver of human rights and dignity. The first definitions of justice are attributed to Socrates, Plato, and Aristotle (Marami, 1999: 15). Justice is an important virtue in Islam and while there are five articles of faith in the Shia roots of religion, one is justice which is the foundation and basis of all political principles and ideas of Islam (Kazemi, 2003: 51). According to Islam, in addition to being a moral virtue, justice is also a sharia law that has been enacted by the legislator under the great interests of humans and in connection with formative justice. On the other hand, morality alone cannot explain and achieve justice without the help of Shariah. Justice is considered not only as a law in Shariah but also as a measure of the effectiveness of other Shariah laws. (Gholami, 2011; 35). Therefore, it should be noted that justice and its establishment have been regarded as the necessity of human society among which, the equitable distribution of wealth is an important feature of justice in the realm of belief, culture, society, etc. (Naghi Pourfar, 2002: 135)

Definitions and Theoretical Framework

- **Paying attention to subordinates:** Paying attention to subordinates is also one of the emphasized characteristics of leaders. The Holy Qur'an says: "Land your wings and feathers for the believers", and the Prophet Mohammad loved human beings with all his heart and soul. To have personal power, managers must follow the conduct of the Prophet Mohammad and always respect and love their subordinates.. This

issue raises human dignity. Imam Khomeini (Iranian first political and religious leader) also believed that subordinates should be treated according to Islamic, humanistic, justly, and paternal principles and also based on mercy and kindness .

- **Creating motivation:** Motivation in Islam is based on the three principles of reward, punishment, and love, and the foundation of faith is summed up in these three principles. Imam Ali (PBUH) considers love in three types: "due to the fear of hell, the desire for heaven, or love for God" and he considers his worship as the third type. According to this discourse (hadith), the three driving forces of action and obedience are the desire for encouragement, the fear of punishment, and gratitude (love and affection).

Organizational Justice

The concepts of justice and equity are also incorporated into the organizational environment and among employees and are often referred to as organizational justice . The perception of justice in an organization is influenced by the individual characteristics and differences of employees, and consequently, the perceptions of people in similar situations differ . Organizational justice theory emphasizes equality and fairness in organizations by categorizing people's views and feelings about their own and others' behavior in the organization .Undoubtedly, justice creates cohesion, and organizational justice acts as an adhesive that connects people and ensures that they work together effectively. In contrast, organizational injustice breaks down any organizational cohesion. Organizational justice is a variable representing fairness that is directly related to professional success. Organizational justice specifically addresses how employees should be treated to feel treated fairly .

Methods

The present study is applied in terms of purpose and it is descriptive and survey in terms of the data collection method. Descriptive research is a type of research that describes a population, situation, or phenomenon that is being studied. The survey is one of the sub-sections of the descriptive research method to capture the characteristics of the statistical population. The statistical population of this study included a total of 270 employees working in the Imam Khomeini Relief Foundation in Zahedan City including the staff of the Imam Khomeini Relief Foundation and four departments in the four regions of Zahedan. Regarding the type of information required in this research, two methods of reviewing existing documents and a field survey have been used to collect the required data. The research instrument was a questionnaire to collect and use the views and attitudes of the managers and employees of the mentioned departments. Finally, the obtained results were analyzed by using a quantitative method through SPSS and OFFICE.

Results

Normality Test

In this study, the Kolmogorov-Smirnov test was used to examine the normality of the research variables, and if the variables were normal, parametric tests were used, and if not, non-parametric tests were used.

Kolmogorov-Smirnov test

Table 1. Kolmogorov-Smirnov Test

Variables	p-value	A	Test results
Paying attention to subordinates	0.012	0.05	Not normal
Creating motivation	0.024	0.05	Not normal
Organizational justice	0.043	0.05	Not normal

To examine the normality of the research variables, SPSS was used. If the p-value is lower than 0.05, the variable is not normal, and if it is greater than 0.05, the variable is normal. Since in the variables of the present study, the p-value was lower than the significance level of 0.05, it is concluded that the research variables were not normal (Table 1).

Hypothesis 1: There is a significant relationship between paying attention to subordinates and organizational justice in the staff of Imam Khomeini Relief Foundation in Zahedan.

$$\left\{ \begin{array}{l} H_0: \rho = 0 \text{ No significant relationship} \\ H_1: \rho \neq 0 \text{ Significant relationship} \end{array} \right.$$

To analyze the data, a correlation coefficient was calculated between the total scores of paying attention to subordinates and the organizational justice of employees. The results of the SPSS measures are indicated in Table 2.

Table 2. The Results of Correlation Coefficient for Hypothesis 1

Variables	Statistical characteristics	Organizational justice
Paying attention to subordinates	Spearman correlation	0.586
	Significance level (sig)	0.000
	Number	157
Organizational justice	Spearman correlation	1
	Significance level (sig)	0.000
	Number	157

The results of Table 2 indicate that the significance level of the Spearman correlation coefficient to test the H0 hypothesis for Hypothesis 3 is 0.00 which is lower than 0.05 (sig <0.05). Therefore, at the 99% confidence level, the statistical null hypothesis is rejected and the opposite hypothesis ($\rho \neq 0$) is confirmed. As a result, a significant relationship was found between paying attention to subordinates and the organizational justice of employees. Considering the correlation coefficient observed in table 2 (0.586), it is concluded that the correlation between these two variables is positive.

Hypothesis 2. There is a significant relationship between creating motivation and organizational justice in the staff of Imam Khomeini Relief Foundation in Zahedan.

$$\left\{ \begin{array}{l} H_0: \rho = 0 \text{ No significant relationship} \\ H_1: \rho \neq 0 \text{ Significant relationship} \end{array} \right.$$

To analyze the data, a correlation coefficient was calculated between the total scores of creating motivation and organizational justice of employees. The results of SPSS measures are indicated in Table 3.

Table 3. The Results of Correlation Coefficient for Hypothesis 2

Variables	Statistical characteristics	Organizational justice
Creating motivation	Spearman correlation	0.452
	Significance level (sig)	0.002
	Number	157
Organizational justice	Spearman correlation	1
	Significance level (sig)	0.000
	Number	157

The results of Table 3 indicate that the significance level of the Spearman correlation coefficient to test the H0 hypothesis for Hypothesis 4 is 0.002, which is lower than 0.05 (sig < 0.05). Therefore, at the 99% confidence level, the statistical null hypothesis is rejected and the opposite hypothesis ($\rho \neq 0$) is confirmed. As a result, a significant relationship was found between creating motivation and the organizational justice of employees. Considering the correlation coefficient observed in table 3 (0.452), it is concluded that the correlation between these two variables is positive.

Conclusion

The correlation between the two variables of paying attention to subordinates and organizational justice is positive. Paying attention to subordinates is also one of the emphasized characteristics of leaders. The Holy Qur'an says: "Land your wings and feathers for the believers". The Prophet Mohammad (PBUH) loved human beings from the bottom of his heart. To have personal power, managers must follow the conduct of the Prophet Muhammad and always respect and love their subordinates. This issue raises human dignity. Imam Khomeini also believed that subordinates should be treated according to Islamic, humanistic, justly, and paternal principles and also based on mercy and kindness. The results of this study are consistent with the findings of Menti et al. (2018), Motvari (2016), Mirkamali et al. (2017), Akbari Borang and Mohammadpour (2015), Katra (2017), Kan (2016), Hakan et al. (2014) and Valumba et al. (2012)' studies.

The correlation between the two variables of motivation and organizational justice is positive. Creating motivation in Islam is the basis of the three principles of reward, punishment, and love, and the foundation of faith is summed up in these three principles and motivation can establish justice in the organization. The results of this study are consistent with the findings of Mirkamali et al. (2017), Akbari Borang and

Mohammadpour (2015), Hakan and Joniyet (2014) and's studies.

Recommendations for Further Research

- Providing appropriate measures, strategies, and programs (such as harmonized payment system and standardization) to establish justice in the organization and consequently reduce deviant behaviors in the workplace
- Observing fairness and equality in the formulation and implementation of laws to create commitment and loyalty in all employees, reducing retaliatory behaviors, preventing employees from ignoring the rules, etc.
- Evaluating the organizational justice regularly with appropriate tools and taking appropriate corrective action in case of injustice
- Benefiting from a comprehensive understanding of the concepts of justice and its dimensions in the organization by organization managers, human resource managers, and employees is possible through holding training sessions and conferences in this field.
- Allocating budgets and rewarding in the organization should be done in a way that allows the maximum return for the organization.
- Behaving fairly and equitably is an important feature that also plays a significant role in the payment system.
- Considering the procedures in the organization should not conflict with each other but they should be accurate and impartial so that the organizational procedures get generally accepted.
- Providing a system to present suggestions and complaints of employees about decision-making procedures in the organization and decisions related to themselves. This system can be direct or indirect.
- Paying attention to the dominant needs of individuals and seeking to meet these needs which can minimize the possibility of corruption.

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