The Relationship between Organizational Justice and Political Behavior and Employees' Job Performance of the Electricity Distribution Department of Behbahan

Iman Danaeifar,
Young Researchers and Elite Club, Behbahan Branch, Islamic Azad University, Behbahan, Iran.
Corresponding Author Email Idf_65@Yahoo.Com

Saman Hasani,
Master of Sociology, Lecturer at Gachsaran 2 University of Applied Sciences.

Soheila Kaviani,
Master of Sociology, Teacher at Shahrekord Education Department.

Alireza Abed,
Master of Educational Sciences, Preschool Orientation.

Asieh Abangah
Department Of Psychology, Gachsaran Branch, Islamic Azad University, Gachsaran, Iran.

ABSTRACT— Human resources are the most important and valuable capital of organizations. This study aimed to determine the relationship between organizational justice and political behavior of the employees of the Department of Electricity Distribution of Behbahan. This is a descriptive-correlational study. Statistical population of the study include employees working at Department of Electricity Distribution of Behbahan that were selected by Cochran's formula as the sample of the study. Instruments of the study were Neihove and Moorman's (1993) questionnaire ($\alpha = 0.83$), Dubrin's (1978) political behavior questionnaire ($\alpha = 0.81$) and Nabdel's (2007) job performance questionnaire ($\alpha = 0.80$). Kolmogorov-Smirnov test was used to determine the normality of the data obtained. Test results confirmed the normality of the data. Structural equation modeling, multivariate stepwise regression analysis and multivariate analysis of variance (MANOVA) were used by liserel 8.80 software and SPSS 16 in order to analyze the data and test the hypotheses. Results of structural equation modeling indicated that there is a significant positive relationship between organizational justice and job performance; however, a significant reverse relationship existed between political behavior and job performance and the model has a goodness of fit. Results of regression analysis indicated that there is a significant positive relationship between organizational justice and job performance. Analysis of multivariate variance showed a significant difference between participants' education in one of the organizational justice variables and job performance. Moreover, a significant difference was found between participants' gender in one of the political behavior and job performance variables.

KEYWORDS: organizational justice, political behavior, job performance, employees.

Introduction

In the current era, organizations possess a prominent and important position in the cultural and social structure of communities. Many fundamental and vital activities related to daily lives of people are undertaken by organizations and life is indeed unviable without various educational, industrial, commercial, service and military organizations (Shokrkon & Arshadi, 2007). The most fundamental ideal of humanity has been the subject of justice and equality since the past that was attracted any thinker. Justice is a virtue that greatly affects the development of the human sould individual communities so that its discussion and the way of implementation and realization are always one of the primary necessities of human life. However, since a great portion of human's lives is spent in the social institutions and organizations, it is necessary to consider the justice in organizations. Justice is an effective incentive for the workers and when individuals feel unfairness, their ethics will be decayed. In such cases, most of the employees will leave their workplace and even react against organization. On the other hand, fair and proper behavior results in the development of talents, increase of commitment and willingness of working in the organization that immensely contribute to increase a spirit of union between the people that is beyond any authority intended by organization (Kazemi, 2011). If people feel that they are not being treated fairly in an organization, their commitment degrades, their performance declines and possibly show less cooperation in task affairs (Khaksar et.al, 2007). The term "political behavior" refers to a series of effective activities used by employees to achieve their goals in working environment. Political behavior in organizations is usually associated by personal interests and profits at the expense of others. Moreover, political behavior, realization of expectations and coordinatin between the individual and organization affect the employees' perception of the organizations political attitude that expresses the feelings of the employee about fairness and justice in his own work place (Ferris & Kacmar, 1992).

It should be noted that employees' knowledge of potential capabilities can help them clearly understand their role in the implementation of the strategy of the organization, and yet these capabilities can result in conflict between management and employees while implementing the strategies. Thus, it is imperative for the management to increase the employees performance quantitatively and qualitatively in order to be able to clearly define his goals (Ghasemi, 2014). Nowadays, organizations can use knowledge of emotions and stimulations to improve the their performance, and this knowledge contributes to the process of the employees' selection in organization, decision making, motivation, leadership, interpersonal conflict and abnormal behaviors at the workplace (Robbins, 2002).

Statement of the problem
Organization is a social system, and its sustainability and survival depends on strong bonds between its constitutents. Individuals within organization infer the amount of fairness through mutual nterpersonal interactions. Injustice has destructive effects on the teamwork spirit as it jeopardizes the employees' motivation and effort (Sayyed Javadin et.al, 2008).Since human resources are the most valuable assets in each organization and can result in competitive advantage and financial prosperity for the organization compared to rival organizations, justice is one of the most important factors for the long-term sustainability and survival of organization. Hence, the concept of justice has received especial attention in the theories of organization (Yaghobi et.al, 2009).
Organizational justice is a variable that describes fairness that is directly related to and used for job positions. In particular, organizational justice states behavioral methods, by which employees feel a fair treatment in organization (Morman, 1992).Another factor that can affect job performance is the managers' political behavior. There are several definitions of policy in organization. Some describe political behavior as the utilization of power in order to influence decision making process or ensure that achivements of a condition favors a powerful individual. In addition, political behavior has also been defined as the process of creating coalitions in order to gain control over a situation and warrant a positive outcome for coalition (Rezaian, 2004).Political behavior is one of the complex and ambigous conducts that is usually considered as a negative aspect. In many aspects, it is the association of actions that are regarded as the same as deception and unpleasure acts that is attributed to other people (Morhed & Griffin, 1989).The term "performance" is one of the most common words used in different sciences, especially the field of management. For example, the "Google" search engine identifies more than 968,000,000 sources related to this term (Safari et al., 2012).Therefore, the term "performance" can be assumed as one of the most widely used words. In the literature of management, performance is evaluated at individual, group and organizational levels. Moreover, there are various criterions and standards, such as evaluation of group job performance, teamwork performance, human resources, business practices, supply chain, social indications and so forth for specialized circles and sectors. Performance has always been viewd as a challenging and metaphoric concept in management theories (Asgharizadeh & Ghasemi, 2008). Performance of an organization is the result of the interactive relationships between four factors of human capabilities, organization and management, information and technical knowledge and finally, machinery and tools. Among the factors affecting performance, human resources are of high importance (Mohammed Khani, 1999).Job performance is defined as the value expected by organizations of individual behavioral events that people show in a specific time period. Retman describes job performance as a multidimensional construct indicating the performance of the employees in their jobs, their creativity and problem solving capabilities, methods of using their available resources as well as their usage of time and energy for performing job duties. In other words, job performance is a set of behavioral and performance patterns, including knowledg, skills, management competence, conscience and perceptual capabilities in the work environment (Morphy, Shiarla & Rothman, 2002).
With regard to the above statements, this paper aims to determine the relationship between organizational justice and political behavior and job performance of the employees of the Electrical Distribution Department of Bahbahan city.

Research hypotheses
Main hypothesis of the study
- There is a significant relationship between organizational justice and political behavior and employees' job performance.
Minor hypotheses of the study
- Organizational justice components (distributive, procedural, interactive) can greatly predict employees' job performance.
- There is a significant difference between organizational justice and employees' job performance by their education level.
- There is a significant difference between political behavior and employees' job performance by gender.

Methodology
This is a descriptive-correlational study aiming at determining the relationship between organizational justice and political behavior of the employees working at Department of Electricity Distribution of Behbahan. Statistical population of the study includes a group of employees (n = 176) working at Department of Electricity Distribution of Behbahan. 121 participants were selected by Cochran's formula and simple random smapling as the sample of the study. Instruments of the study were Neihove and Moorman's (1993) organizational justice questionnaire, Dubrin's (1978) political behavior questionnaire and Nabdel's (2007) job performance questionnaire. Since all the items of the questionnaires used for measuring the construct were based on the

previous studies and above-mentioned questionniares were evaluated and confirmed by some professors and experts in the field, the validity of the study could be ensured. Reliability of the questionnaires were estimated to be $\alpha = 0.83$, $\alpha = 0.81$ and $\alpha = 0.80$, respectively that is acceptable. Structural equation modeling, multivariate stepwise regression analysis and multivariate analysis of variance (MANOVA) were used by liserel 8.80 software and SPSS 16 in order to analyze the data and test the hypotheses. Significance level used in the study was considered to be 5%. In order to evaluate the reliability of the questionnaires, the Cronbach's alpha coefficient has been used. The Cronbach's alpha for the questionnaires of organizational justice, political behavior and job performance has been estimated as 0.83, 0.81 and 0.80, respectively, indicating the proper reliability for the questionnaires. For the purpose of data analysis and evaluation of the research hypotheses, the methods of structural equations and multi-regression analysis and the analysis of multi-variable analysis (MANOVA) have been implemented using the "Liseral 8.80" and "SPSS 16" software. The level of significance for this study has been set to (5%).

Findings
The findings of the descriptive data indicate that from the 121 participants who took part in this study, 14 people (11.6%) were aged between 25 to 30 years, 26 people (21.5%) were aged between 31 to 36, 30 people (24.8%) were aged between 37 to 42, 32 people (26.4%) were aged between 43 to 48 and 19 people (15.7%) were aged above 48 years. The respondents were 20 (16.5%) females and 101 (83.5%) males. Twenty participants (16.5%) held diploma and under diploma degree, 15 people (12.4%) held associate's degree, 63 participants (52.1%) were BA and and 23 of them had M.A degree and above. Regarding the years of service, 14 participants (11.6%) had a service record of under 8 years, 27 people (22.3%) had a service record of 8 to 15 years, 60 people (49.6%) had a service record between 16 to 23 years and 20 people (16.5%) had a service record above 24 years. According to Table (1), the mean and standard deviation for the political behavior variable, job performance, procedural justice, and interactive justice were 12.16 and 3.17, 81.31 and 13.236, 21.37 and 5.459 and 29.65 and 6.606, respectively. According to the Table, Pearson correlation coefficient indicates that there is a negative correlation between political behavior and other variables while there is a positive and acceptable correlation between other variables.

Table 1-Mean, standard deviation and correlation between research variables

6	5	4	3	2	1	Std. Deviation	Mean	Variable	No.
					1	3.170	12.16	Political behavior	**1**
				1	**-0.363	13.236	81.31	Job Performance	**2**
			1	**0.421	**-0.325	16.989	69.90	organizational justice	**3**
		1	**0.643	**0.245	**-0.225	5.170	18.88	Distributive justice	**4**
	1	**0.717	**0.692	**0.256	**-0.267	5.459	21.37	procedural justice	**5**
1	**0.749	**0.741	**0.715	**0.284	**-0.286	6.606	29.65	Interactional justice	**6**

n=121
**. Correlation is significant at the 0.01 level (2-tailed).

Inferential findings
Normality of data distribution was analyzed by Kolmogorov-Smirnov test in order to determine the relationship between the variables. Since the condition for normality of data distribution ($P > 0.05$) is met, the results presented in Table (2) indicate normal distribution for all three variables.

Table 2: The results of Kolmogorov - Smirnov

Result	P	Z	Variable
Normal Distribution	0.229	1.040	organizational justice
Normal Distribution	0.163	1.189	Political behavior
Normal Distribution	0.221	1.048	Job Performance

Main hypothesis of the study
There is a significant relationship between organizational justice and political behavior and the job performance of the employees.
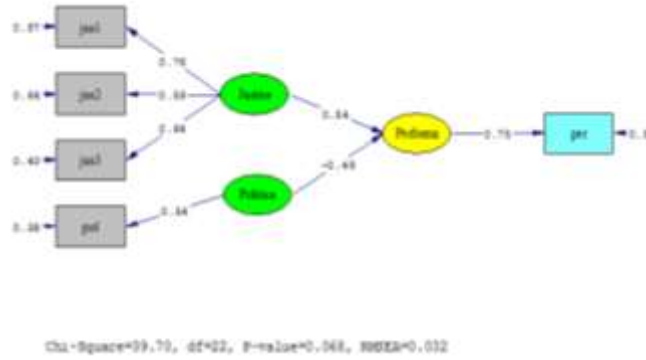
Chi-Square=99.70, df=22, P-value=0.068, RMSEA=0.032

Figure 1: Output results of the LISREL software

According to the results of Table (3), the main hypothesis is verified based on the values calculated for impact factors and P-value. The P-value is above the standard significance level ($\propto = 5\%$) indicating that the implemented model is satisfactory.

Table 3: Results of the test of the main hypothesis

Test result	t	Beta	Hypotheses
Hypothesis confirmation	4.261	0.574	organizational justice with Job Performance
	-0.264	-0.128	Political behavior with Job Performance

According to Table (4), $\chi 2/$ (df) is less than 2. The value indicates a minor difference between conceptual model and data observed from research. RMSEA value is equal to 0.032. Of course, acceptable RMSEA value is 0.05. Indices GFI, AGFI, CFI, NFI and NNFI are 0.97, 0.93, 0.91, 0.94, 0.90 and 0.91, respectively that shows a relatively high goodness of fit. Results of testing the general characteristics of the model goodness of fit by structural equation modeling and LISREL software confirmed goodness of fit of the proposed model.

Table 4: Results overall fit of the model with LISREL software

NNFI	NFI	CFI	AGFI	GFI	RMSEA	p-value	$\chi 2/$ (df)
0.91	0.90	0.94	0.93	0.97	0.032	0.068	1.80

Minor hypotheses of the study

Organizational justice components (distributive, procedural, interactive) can highly predict employees' job performance.

Table 5 : Stepwise multiple regression for the prediction of job Performance Of the components of organizational justice

sig	F	R^2	R	sig	t	Beta	B	
0.001	33.673	0.327	0.462					Stage 1
				0.000	12.159		14.741	Constant
				0.001	4.826	0.378	1.731	Distributive justice
0.000	26.938	0.441	0.549					Stage 2
				0.000	17.357		21.853	Constant
				0.002	4.367	0.336	1.246	Distributive justice
				0.000	3.483	0.267	0.943	procedural justice
0.000	23.975	0.554	0.623					Stage 3
				0.000	26.375		30.155	Constant
				0.000	3.817	0.285	0.949	Distributive justice
				0.000	4.470	0.310	1.168	procedural justice
				0.000	4.639	0.332	1.315	Interactional justice

According to Table (5), results of regression analysis in step (3) showed that the model used to predict the criterion variable (job performance) is significant (F= 23.975) and the model with a coefficient of determination of $R^2 = 0.554$ can explain the relationship between the variables. Moreover, organizational justive components (distributive, procedural, interactive) can predict

the employees' job performance. According to beta coefficient, distributive justice would increase respectively by 0.285, 0.310 and 0.332 for one unit increase of procedural justice, job satisfaction, and interactive justice.
2. There is a significant difference between organizational justice and job performance by eployees' education.

Table 6: Multivariate analysis of covariance on organizational justice, and job Performance with respect to educational level

Effect		Value	F	Hypothesis df	Error df	Sig.
education	Pillai's Trace	0.974	3.760	6	234	0.000
	Wilks' Lambda	0.197	3.760	6	232	0.000
	Hotelling's Trace	3.215	3.760	6	230	0.000
	Roy's Largest Root	3.916	3.760	6	117	0.000

As witnessed in Table (6), the findings resulting from analyzing the multi-variable covariance indicate that the value of F ($P < 0.05$) is statistically significant. Thus, it can be concluded that depending on the education level, there is a significant relationship between organizational justice and the job performance of the employees.
According to Table (6), results of analysis of multivariate covariance indicated that F-values is statistically significant at p <0.5. Thus, it could be said that there is a significant difference between organizational justice and the job performance by participants education.

Table 7: Multivariate analysis of covariance on organizational justice, and job Performance with respect to educational level

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.
education	organizational justice	2522.028	3	840.676	4.113	0.000
	Job Performance	1564.891	3	515.630	3.510	0.000

According to Table (7), the results of variance analysis indicate that the value of F-test for the variables of organizational justice and job performance is 4.113 and 3.510, respectively and the significance level of both variables is 0.000 with an error level of less than 0.05 revealing a significant difference in one of the organizational justice variables and job performance by participants education.
3. There is a significant difference between political behavior and employees' job performance by their gender.

Table 8: Multivariate analysis of covariance on Political behavior and Job Performance with respect to gender

Effect		Value	F	Hypothesis df	Error df	Sig.
gender	Pillai's Trace	0.489	5.546	2	118	0.000
	Wilks' Lambda	0.511	5.546	2	118	0.000
	Hotelling's Trace	3.958	5.546	2	118	0.000
	Roy's Largest Root	3.958	5.546	2	118	0.000

According to Table (8), the findings of analysis of multi-variate variance indicate that the F-value ($P < 0.05$) is statistically significant. Thus, it could be stated that there is a significant difference between political behavior and job performance by employees' gender.

Table 9: Multivariate analysis of covariance on Political behavior and Job Performance with respect to gender

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.
gender	organizational justice	553.665	1	553.665	3.853	0.000
	Job Performance	1027.530	1	1027.530	4.618	0.000

According to Table (9), the results of variance analysis indicate that the value of F-test for the variables of political behavior and job performance is 3.843 and 4.618, respectively; however, level of significance for both variables is 0.000 with an error level of less than 0.05, indicating a significant difference for gender in one of the variables of political behavior and job performance.

Conclusion
Human resources are the most important and valuable capital of organizations. This study aimed to determine the relationship between organizational justice and political behavior of the employees of the Department of Electricity Distribution of Behbahan. As seen in Table (3), there is a positive significant relationship between organizational justice and job performance while there is a negative significant relationship between political behavior and job performance. In addition, results of testing general indicators indicated the model goodness of fit. Therfore, the main hypothesis of the study is confirmed. According to Table (5), results of regression analysis in step (3) showed that the model used to predict the criterion variable (job performance) is significant (F= 23.975) and the model with a coefficient of determination of $R^2 = 0.554$ can explain the relationship between the variables. Moreover, organizational justice components (distributive, procedural, interactive) can predict the employees' job performance. According to beta coefficient, distributive justice would increase respectively by 0.285, 0.310 and 0.332 for one

unit increase of procedural justice, job satisfaction, and interactive justice. Therefore, the first minor hypothesis is confirmed. According to Table (7), the results of variance analysis indicate that the value of F-test for the variables of organizational justice and job performance is 4.113 and 3.510, respectively and the significance level of both variables is 0.000 with an error level of less than 0.05 revealing a significant difference in one of the organizational justice variables and job performance by participants education. Finally, according to Table (9), the results of multivariate variance analysis indicate that the value of F-test for the variables of political behavior and job performance is 3.853 and 4.618, respectively; however, level of significance for both variables is 0.000 with an error level of less than 0.05, indicating a significant difference for gender in one of the variables of political behavior and job performance.

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