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Studying the Relationship between Incivility in Work Environment and Perceived Organizational Justice in Rafsanjan Executive Systems

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Abstract

This research studies the relationship between incivility in work environment and perceived organizational justice in Rafsanjan executive systems. Statistical society of the research includes 1737 employees in Rafsanjan executive systems from which 321 people were selected as the sample by Cochrane formulation. The instruments of measuring are two questionnaires. Questionnaire of incivility in work environment designed and made by researcher for which validity and reliability are obtained 0.92 and 0.94 respectively. To measure the questionnaire of organizational justice the questionnaire by validity of 0.93 was used. Reliability of both questionnaires was obtained 0.92 and 0.74 by Cronbach Alpha respectively. To test hypotheses Kendal and Spearman correlation coefficient was used. All statistical analyses were done by spss statistical software. Regarding obtained results it is determined that there is a meaningful, reverse relationship between incivility in work environment and perceived organizational justice in Rafsanjan executive systems. Based on the results of the research it is suggested that decreasing incivility in work environment provides conditions of perceiving justice and fair in organizations.

Keywords: Incivility, Incivility in work environment, perceived justice and organizational justice

Introduction:

Discussion on organizational deviation isn't unfortunately a strange scenario for all organizations and personnel cause its organization a lot of loss in several ways. For example stealing organization or other colleagues, sexual injuries, gossip, unquiet behaviors, consuming alcohol in work place and… are totally introduced behaviors in several titles such as antisocial behaviors, organizational misbehaviors, organizational deviations, nonfunctional behaviors, counterproductive behaviors, incivility behaviors and… that there is no common definition (Ahmadi & Dehnavi, 1:2012). During previous two to three decades proportional prevalence of immoral behaviors in conditioned work and organizational environments attracts the attention

of thinkers and authorities in several science areas to the factors related to these behaviors (Golparvar & Rafee Zadeh, 1:2011). In one side justice is always presented as an effective factor on people's behaviors in organization. Justice is defined as a basic need for human group life. Regarding complete and all-dimensioned role of organizations in human social life, today the role of justice in organizations is obvious more than previous. In fact present organizations are a miniature of society and achieving justice in them means achieving justice in society (Hosseinzadeh & Naseri, 61:2010).

Problem explanation

Since a long time ago the most basic problem and the most important hope of human have been justice which is attracted by every thinker. Justice is human hope and has a history since human life. Since the primary creation man knows it as a secret tendency and takes it as the base of laws and judgment. Nothing tortures man's nature except treading oppressed people's rights and nothing creates spite and enmity in hearts than injustice (Haqpanah, 64:2002). Belaou and Etyuzoni's beliefs about social exchange and process provide some conditions to understand justice, equity and inequity in work relationships. Adamz develops this belief that inequity is an important exciter. This theory explains when people find themselves in injustice and unfair conditions will be excited. Inequity is occurred as one imagines that he/she receives more or less than what he/she deserves (based on his/her effort and/or share). Inequity leads to experience tension and resulted tension excites one to remove inequity or to reach a fair position (Bazrafkan, 2:2011). Adamz explains that people pay attention to their inputs and organizations. Rovels believes that people don't choose unconditional equality in distributing profits, because they believe that some of them try more, have more skills, some deserve more and etc Giorian & Dindar Farkoosh, 129:2012). This is the same perception of justice in organization. It should be regarded that injustice perception has destructive effects on the morale of group work, because it influences efforts of human force and employees' motivation. Injustice and unfair distribution of organization results and outputs lead to weaken employees' morale and decreasing their efforts and activities; so considering justice is the secret of organization and employees' continuity and constancy in addition their development (Seyyed Javadin & et al, 56:2009).

Gentle deviational behaviors which point to slighter forms of interpersonal misbehaviors, lead to emerge a scope of researches called incivility (impoliteness) in work place (Rezaee & et al, 41:2012). These negative but gentle and fine behaviors in workplace are more prevalent than its strong forms and have many destructive results for organization s and employees. But, despite of other misbehaviors in work place such as aggression, most organizations don't pay attention to incivility and learn this kind of behaviors temporary and little that doesn't need to interfere (Rezaee & et al, 41:2012).

Incivility is a kind of misbehaviors that leads to break and lose communications and unanimity. In regard of work impolite behavior is occurred when norms of mutual respect are broken in workplace (Pearson & et al, 125:2001). Incivility is in the lowest part of misbehavior appendix and this definition doesn't include harshness and torment or even clear conflict, although it may lead to them (Johnson & Indvik, 2001).

Incivility in workplace is as a negative emotional event and affects on work perception such as organizational justice. Organizational justice is one of variables that are influenced by incivility

in workplace. Experimental evidences show that misbehaviors relate to injustice perception. Orton and et al (2010) believe that incivility as a kind of misbehavior leads employees to feel that they aren't behaved fairly (Rezaee and et al, 42:2012). Lim and et al explain that impolite behaviors make unequal position of power. Such a position causes victims to perceive injustice, feel shame and inferiority. In a research Rezaee & et al found that incivility in workplace relates to total justice and all its three dimensions (distributional, procedural and interactional) negatively. Increasing incivility in workplace raises injustice perception. Injustice as a kind of misbehavior leads employees to feel that they aren't behaved fairly. While experiencing incivility, because of ignoring one's position and respect, the victim feels interactional injustice (Rezaee & et al, 46:2012). In their researches Golparvar and Nadi (48:2012) found that there is a negative meaningful relationship between deviational behaviors and loyalty in workplace. Also studies show that procedural justice (like organizational commitment) relates to employees' cognitive, feeling and behavioral reactions to organization (Dastjani Farahani, 10:2010). It is clear if injustice is for organization (procedural justice), employees lose their commitment. So, if organization or manager takes an action against removing injustice, employees and workers' commitment will be more despite injustice (Dastjani Farahani, 17:2012). So regarding above mentioned, the basic question that researcher is looking for answers include:

-Is there a relationship between incivility in workplace and perceived organizational justice in Rafsanjan executive systems?

Research questions

Research theoretical framework
Incivility in workplace is considered as anticipator variable in this research and organizational justice is designed as base variable. So it is tried to explain and comment its changes by anticipator variable.

Negative behaviors in workplace include a broad scope of behaviors for which incivility behaviors are seen in one side and outrageous behaviors in other side. Incivility in workplace is presented as a low and useless performance for organization, while it leads to harmful behaviors for organization and employees less. Incivility in workplace is defined as a low-level unusual behavior (Anderson & Pearson, 1999). Incivility includes some behaviors such as:

1-Excluding people: People make an effort to leave others to different degrees (Bartlete, 13:2009).

2-Gossipping: includes a scope of ill-spoken behaviors such as giving false information or disseminating negative information- true or false- about a group or one's past (Bartlete, 13:2009).

3-Hostility: is one kind of incivility in workplace after non-physical harm.

4-Aggression: Violating others' private limits by no reason (Sadook & ET all, 435:2007).

Justice includes how to distribute rewards and punishments by and within a social group (Moshref Javadi & et al, 135:2007). Justice is a board and multi dimension definition and by a philosophical meaning means unprejudiced and considering differences fairly in several fields and branches (Mardani & et al, 48:2010). Organizational justice includes three components containing:

-Distributional justice: Allocating costs and advantages to achieve an equal position in exchange relationships. This dimension needs considering three principles: equality, requirement and fair (kazemi & Nazif, 180:2011).

-Procedural justice: Perceived justice of policies, procedures and a measure used by decision makers until the end of a discussion or conversation (Kazemi & Nazif, 180:2011).

-Interactional justice: points to fair interpersonal behavior while performing procedures. In other words it relates to people impartiality that is perceived during procedures performance (Kazemi & Nazif, 180:2011).

Incivility in workplace is considered as a negative emotional even and affects on work perception.

Organizational justice is one of variables influenced by incivility in workplace. Empirical evidences show that different kinds of misbehaviors relate to perceiving injustice. Orton and his colleagues believe that incivility is considered as a misbehavior for which employees feel that they are behaved unfairly (Rezaee & et al, 42:2012). Lim and colleagues (2008) explain that impolite behaviors make unequal position of power. These positions cause to perceive injustice, feel shame or victims' inferiority. So it is expected that incivility in workplace leads to perceive injustice and injustice leads to leave job (Rezaee & et al, 42:2012). In their researches Rezaee and colleagues (2012) found that injustice in workplace relates to general justice and all its three dimensions (distributional, procedural and interactional) negatively. Increasing incivility in workplace raises injustice perception. Injustice as a kind of misbehavior leads employees to feel that they aren't behaved fairly. While experiencing incivility, because of ignoring one's position and respect, the victim feels interactional injustice (Rezaee & et al, 46:2012).

Research methodology

Regarding related subject, purpose, hypotheses and information this research is descriptive and of correlation method and also from viewpoint of purpose it belongs to application researches that is performed by field researches. Statistical society of the research includes all employed employees in Rafsanjan executive systems containing 1737 people. In this research, class sampling proportional to society size is used. In this regard, questionnaires are distributed among employees working in Rafsanjan executive systems proportional to sample size and collected after completing them.

Research instruments

Data collecting instruments of the research are questionnaire. Questionnaire is a structural technique to collect data in which all respondents are asked by the same questions (Khaki, 98:2006). In order to gather research necessary data, two questionnaires are used.

Incivility in workplace questionnaire includes 21 questions that evaluates incivility with four parameters of excluding others, gossiping, hostility and aggression and is designed in five options (so little, little, some, much and so much). Options are allocated by the marks including 1 for so little, 2 for little, 3 for some, 4 for much and 5 for so much.

The second questionnaire is designed to evaluate organizational justice and includes 26 questions that evaluate justice with three parameters of procedural justice, distributional justice and interactional justice and is designed in five options (so little, little, some, much and

so much). Options are allocated by the marks including 1 for so little, 2 for little, 3 for some, 4 for much and 5 for so much.

Research Findings

Result of research the main hypothesis show that there is a meaningful reverse relationship between incivility in workplace and employees' perceived organizational justice in Rafsanjan executive systems.

Data analysis shows that correlation coefficients of Kendal and Spearman test between two variables of incivility in workplace and employees' perceived organizational justice in Rafsanjan executive systems are equal to -0.257 and -0.367 and with p-value (meaningfulness) of 0.000 and 0.000 respectively and less than meaningfulness level of α=0.05.

Result of research the first hypothesis show that there is a meaningful reverse relationship between excluding people and employees' perceived organizational justice in Rafsanjan executive systems.

Data analysis shows that correlation coefficients of Kendal and Spearman test between two variables of excluding people and employees' perceived organizational justice in Rafsanjan executive systems are equal to -0.169 and -0.247 and with p-value (meaningfulness) of 0.000 and 0.000 respectively and less than meaningfulness level of α=0.05.

Result of research the second hypothesis show that there is a meaningful reverse relationship between gossiping and employees' perceived organizational justice in Rafsanjan executive systems.

Data analysis shows that correlation coefficients of Kendal and Spearman test between two variables of gossiping and employees' perceived organizational justice in Rafsanjan executive systems are equal to -0.314 and -0.426 and with p-value (meaningfulness) of 0.000 and 0.000 respectively and less than meaningfulness level of α=0.05.

Result of research the third hypothesis show that there is a meaningful reverse relationship between aggression and employees' perceived organizational justice in Rafsanjan executive systems.

Data analysis shows that correlation coefficients of Kendal and Spearman test between two variables of aggression and employees' perceived organizational justice in Rafsanjan executive systems are equal to -0.199 and -0.291 and with p-value (meaningfulness) of 0.000 and 0.000 respectively and less than meaningfulness level of α=0.05.

Result of research the fourth hypothesis show that there is a meaningful reverse relationship between hostility and employees' perceived organizational justice in Rafsanjan executive systems.

Data analysis shows that correlation coefficients of Kendal and Spearman test between two variables of hostility and employees' perceived organizational justice in Rafsanjan executive systems are equal to -0.163 and -0.258 and with p-

Statistics of Kendal and Spearman correlation test related to the relationship between incivility in workplace and employees' perceived organizational justice in executive systems

Perceived organizational justice in executive systems									Variable
determinant Coefficient	Kind of relation Ship	Relationship	Spearman test			Kendal test			
			Numbers	Meaning fulness	Correlation Coefficients	Numbers	Meaning fulness	Correlation Coefficients	
0/075	Reverse	Yes	231	0/000	-0/367	231	0/000	-0/257	Incivility in workplace

Statistics of Kendal and Spearman correlation test related to the relationship between excluding people and employees' perceived organizational justice in executive systems

Perceived organizational justice in executive systems									Variable
determinant Coefficient	Kind of relation Ship	Relationship	Spearman test			Kendal test			
			Numbers	Meaning fulness	Correlation Coefficients	Numbers	Meaning fulness	Correlation Coefficients	
0/044	Reverse	Yes	231	0/000	-0/247	231	0/000	-0/169	Excluding people

Statistics of Kendal and Spearman correlation test related to the relationship between gossiping and employees' perceived organizational justice in executive systems

Perceived organizational justice in executive systems									Variable
determinant Coefficient	Kind of relation Ship	Relationship	Spearman test			Kendal test			
			Numbers	Meaning fulness	Correlation Coefficients	Numbers	Meaning fulness	Correlation Coefficients	
0/075	Reverse	Yes	231	0/000	-0/426	231	0/000	-0/314	Gossiping

Statistics of Kendal and Spearman correlation test related to the relationship between incivility in aggression and employees' perceived organizational justice in executive systems

Perceived organizational justice in executive systems									Variable
determinant Coefficient	Kind of relation Ship	Relationship	Spearman test			Kendal test			
			Numbers	Meaning fulness	Correlation Coefficients	Numbers	Meaning fulness	Correlation Coefficients	
0/04	Reverse	Yes	231	0/000	-0/291	231	0/000	-0/199	Aggression

Statistics of Kendal and Spearman correlation test related to the relationship between hostility and employees' perceived organizational justice

Perceived organizational justice in executive systems						Variable
determinant	Kind of relati	Relation	Spearman test	Kendal test		

Coefficient	on Ship	ship	Numbers	Meaning fulness	Correlation Coefficients	Numbers	Meaning fulness	Correlation Coefficients	
0/029	Reverse	Yes	231	0/000	-0/258	231	0/000	-0/163	Hostility

Discussion

In view points of many authorities of misbehaviors deviational behaviors begin with a small behavior and changes to strong and dangerous behaviors. These small events and impolite behaviors can lead to aggression and its consequences. The best result is that even simplest and weakest misbehavior shouldn't be ignored. Organizational misbehavior includes reactions and operations occurred in workplace that is a kind of law breaking. Understanding behavior in workplace and organizational operations exactly and completely, scientists should study and examine positive and negative aspects of work life while occurring every
Kind of law breaking and violating after function recognition it should be commented as a false, improper and unusual behavior (Ahmadi & Dehnavi, 2:2012). Misbehaviors in workplace include a scope from mild behaviors such as ignoring person (one) to strong behaviors such as aggression. Many organizations are conscious about negative effects of strong misbehaviors such as aggression in workplace; but until now weak forms of fear and interpersonal organizational behaviors are less paid attention (Pearson & et al, 2001). Mild deviational behaviors that point to weaker forms of interpersonal misbehaviors, lead to emerge a scope of researches called incivility (impoliteness) in workplace (Lim & et al, 2008 and Pearson & et al, 2001). These negative but mild and exact behaviors in workplace are more privileged than stronger ones (Stovart & et al, 2009) and are followed by many destructive consequences for organization and employees (Tilver, 2010; Hoel & et al, 2003). Incivility is one kind of misbehavior that leads to break relationships and sympathy. In work field impolite behavior is occurred as mutual respect norms are violated in workplace (Pearson & et al, 2000)). Incivility is in the lowest part of misbehavior appendix and this definition doesn't include harshness and torment or even clear conflict, although it may lead to them (Johnson & Indvik, 2001).
Incivility includes impolite and immoral behavior that one commits intentionally or by chance and causes to hurt others; for example noting talk to others, receiving a meaningless massage, noting appreciating your efforts and…is examples of this behavior (Kortina, 2001).
Incivility is accompanied by negative consequences such as low satisfaction, high stress, weak performance, low organizational commitment, increasing lapse of duty and inefficiency. Vilers explains that occurring incivility in workplace shouldn't be ignored as an unimportant problem. An unimportant problem can lead to a big problem (Belav & et al, 2005). Incivility can be intentional or by chance and includes a broad scope of behaviors from noting smile to hurt others' feeling intentionally (Bartlet, 2009).

Justice is always designed as a basic need for human group life. Regarding complete and all-dimensioned role of organizations in human social life, today the role of justice in organizations is obvious more than previous. In fact present organizations are a miniature of society and achieving justice in them means achieving justice in society (Hosseinzadeh & Naseri, 61:2010). Among manager's tasks is holding and developing fair behaviors in managers and feeling justice in employees. Considering justice especially in some managers' behaviors with employees (distributing rewards, director's relationship, promotions and appointment) are important for employees. In process of developing fair behaviors and more important of that employees' feeling justice, recognizing how the effect of justice-based behaviors on every dimension of motivation is important (Seyyed Javadin & et al, 56:2009). In management discussion, considering and holding justice is one of the most important duty of manager and every human in all conditions. Justice is so important in social life. Justice is the base of all correct movements. By effect of justice everything is in its place and everyone performs his/her work correctly. As there is no justice, people are forced to get their desires and even rights by bribe and trick (Moshref Javadi & et al, 135:2007).

Organizational justice refers to people's fair and moral behaviors within organization. Someone's fair behaviors are something expected by employees as people who invest their time and energy in organization. These expectations increase leaders' concern about concentrating on employees' received fair (Tatum & Oberlin, 1041:2005). From view points of Folgers (2001), Rap and Chropanzano (2002), employees expect to be behaved fairly in organization. There is a difference between justice and justice perception, because people settle in judgment position of justice that is a subjective affair and a unique subject may be fair and suitable for someone and be unfair for others; so this is justice perception that forms one's judgment not justice definition that is an objective external affairs applied to three dimensions of justice- distributional justice, procedural justice and interactional justice (Khaef Elahi &bAlipour Darvish, 49:2011). Many organizations confront the subject of injustice and unfair distribution of their results which cause to weaken employees' morale and decreasing their effort and activity, so considering justice is the secret of employees' development (Alvanipour,Ezzat, 17:2004). As an important part of human life is spent in organizations, considering justice in organization can affect on individual and organizational success increasingly (Khajoee, 44:2011).

1-Results of the research show that there is a reverse meaningful relationship between incivility in workplace and employees' perceived organizational justice in Rafsanjan executive systems.

Organizational justice is one of variables influenced by incivility in workplace. Empirical evidences show that different kinds of misbehaviors relate to perceiving injustice. Orton and his colleagues believe that incivility is considered as a misbehavior for which employees feel that they are behaved unfairly (Rezaee & et al, 42:2012). In their researches Rezaee and colleagues (2012) found that injustice in workplace relates to general justice and all its three dimensions (distributional, procedural and interactional) negatively. Increasing incivility in workplace raises injustice perception. Injustice as a kind of misbehavior leads employees to feel that they aren't behaved fairly. While experiencing incivility, because of ignoring one's position and respect, the victim feels interactional injustice (Rezaee & et al, 46:2012). Generally justice is a moral meaning; all factors affecting on effective morals creation affect justice creation too (Katozian, 1145:2007).

As incivility and its components are defined, incivility is a kind of misbehaviors that leads to break and lose communications and unanimity. In regard of work impolite behavior is occurred when norms of mutual respect are broken in workplace and some behaviors such as excluding people, gossiping, employees' hostility and aggression to each other are occurred. Emerging these behaviors in organization, employees feel injustice and show this feeling by emerging these behaviors more. So it is expected decreasing incivility in workplace increases perceived organizational justice.

2- Results of the research show that there is a reverse meaningful relationship between incivility in workplace and employees' organizational commitment in Rafsanjan executive systems.

In general incivility causes to creating some difficult conditions for all people working in a group (Peni & Espector, 2005; Espector, 1998) and influences employees' lapse of duty and staying in organization (Pearson, 2010).

Incivility in workplace includes a scope of deviational behaviors which make people to leave others in different degrees. They also try to backbite and disseminate false information and even negative information about people and organizational groups' past. These behaviors then lead to hurt people non-physically. Finally and increasing this kind of behaviors, employees try to violate others' private limits. Emerging these behaviors leads to employees' unwillingness to continue their work in organization. So it is expected that decreasing incivility in workplace increases employees' organizational commitment and vice versa.

3- Results of the research show that there is a positive meaningful relationship between employees' perceived organizational justice and employees' organizational commitment in Rafsanjan executive systems.

In a research Zamanifard (2:2009) studies the relationship between organizational justice and organizational commitment among employees in Jahrom organizations and public offices. Research studies show that there is a meaningful relationship between components of organizational justice including distributional, procedural and interactional justice with components of organizational commitments including emotional, continuous and imposed commitment. Also studies show that procedural justice relates to employees' cognitive, feeling and behavioral reactions (such as organizational commitment) to organization (Dastjani Farahani, 10:2010). It is clear if injustice is for organization (procedural justice) employees will lose their commitment. So, if organization or manager takes an action against removing injustice, despite of injustice, workers and employees' commitment to it will be increased (Dastjani Farahani, 17:2010). In a research Zamanifard (2:2009) studies the relationship between organizational justice and organizational commitment among employees in Jahrom organizations and public offices. Research studies show that there is no meaningful relationship between procedural and interactional justice and continuous commitment (Zamanifard, 2:2009).

Research suggestions

1-Regarding the reverse relationship between incivility in workplace and organizational justice it is suggested to provide some conditions in which employees pay attention to each other and forbear backbiting, and gossiping and experience friendly behaviors and be kind to each other to establish organizational justice in organization and employees feel fair conditions.

2-According to reverse meaningful relationship between excluding and organizational justice it is suggested to provide some conditions in which people come near each other and avoid removing their colleagues because of injustice perception. Regarding the reverse relationship between gossiping and organizational justice it can be suggested to give employees some free times in which they can talk together, recognize each other and naturally pay less attention to disseminate gossiping about their colleagues to establish organizational justice possibly.

3- Regarding the reverse relationship between hostility and organizational justice it is suggested that employees avoid emerging some behaviors such as revealing co-workers' information and charging them with bad titles and allusions and achieves more equality of organizational justice and conditions.

4- According to the reverse relationship between incivility aggression and perceived injustice in organization it is suggested to provide conditions of perceiving fair behavior and right equality by making widespread respectful behaviors and considering colleagues' private limits.

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