

A survey on the relationship between organizational justice and the staff performance in 2012, Jajarm Education office

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Abstract

The following research has been conducted in order to determine the relationship between organizational justice and the staff performance in 2012, Jajarm Education office. To prove the hypotheses, the method of field research-survey type- has been utilized. The statistical population accounts for 152 people which have been chosen from the staff of 250, based on Krejcie and Morgan table. Hence the primary tools used for measuring and collecting data in this research are two questionnaires about organizational justice and performance. Both of them are confirmed by the professors of educational science. The collected data have been analyzed by means of descriptive and inferential statistics -- **Pearson Correlation Coefficient, stepwise regression, independent T-test and** One-way analysis of variance. The results demonstrate that there is a positive and significant relationship between organizational justice and the employees' performance in Jajarm Education office.

Key words: Organizational Justice, Procedural Justice, Distributive justice, The Performance of the Staff.

Introduction

In the current uncertain and volatile condition of the world, organizations must pay careful attention to their human resources to improve their efficiency and effectiveness and also to achieve their pre-set objectives. It might be people's attitudes that mostly influence their efficiency and effectiveness (Cropanzano and Ambrose, 2001:134). Generally, outlook is to be prepared to specifically react to a new individual, object, idea or situation. These attitudes are made up of three dimensions: the cognitive dimension, the emotional dimension and the behavioral dimension.

1. The cognitive dimension: it is the beliefs, values and information about the goal recognized by the person.
2. The emotional dimension: it is the emotions and sentiments towards the goal, the individual, the idea, the event or the thing.
3. The behavioral dimension: it is defined by the intention behind one's behavior.

Work efficiency increases when people have a positive outlook on the work, the administration, the part or the entire organization for which they work, and vice versa. People's outlooks are influenced by their perceptions of administering justice inside the organization (Coal .It indicates their sensitivity and reaction to resource appropriation decisions like the person's wage level (Distributive Justice), the procedures according to which paying wages is done (Procedural Justice) and equity throughout applying the procedures process (Interactional Justice)(r). Organizational Justice is a term to describe the role of justice that is in direct correlation with the individual's position. Organizational Justice dictates each individual is to be treated in such a way they feel the just. (Na'ami and Shokrkon, 2006:83).

All the administrators like their unit to be better and more prominent than others in terms of efficiency, effectiveness, and the staff performance. This goal relies on their employees and subordinates' work.

The followers of the justice and performance theory believe that the justice theory effectively focuses on the fundamentals of human behavior and motivation. According to this theory, the individual (the employee) always draws three comparisons between themselves and the organization, between themselves and the colleagues and between the organization they work for and other similar organizations. If, as a result, they feel that they have been justly treated, their motivation for work increases (Bahramzadeh, 2007:38).

According to this theory, everyone brings their experience, skill, education, age, intelligence and capability to the workplace and, in return, they expect the organization to benefit them according to their features.

If the individual feels that these two groups of factors are somehow on a par, their motivation increases. In other words, man always expects to be treated justly (ibid).

Justice has always been considered, throughout history, as a primary and necessary need for human life. In today's world, with respect to the pervasive and comprehensive role of organizations in human's social life, the role of justice in organizations, more than any time before, has been revealed. In fact, today's organizations are societies in miniatures, which means the justice establishment in organizations is justice establishment in societies. That's why, in today's world, organizational justice like other important variables in organizational behavior (e.g. efficiency, organizational commitment and job satisfaction) has become increasingly important in management texts. The study rate in this field is on the increase and

the results of it demonstrate novel achievements in the field. Thus, in modern organizations, administrators cannot be indifferent to the organizational justice due to the fact that justice has always been a vital, basic need. Now if the organization administrators are aspiring to efficiency, advancement and improvement, they have to be able to enhance their employees' understandings of the presence of justice in the organization (Husseinzadeh and Nasserri 2008:18).

Also if the administrators learn to treat human resources with respect and dignity, the employees, if not discriminated by the administrators, will try to follow the same pattern of behavior towards one another, clients and the consumers of commodities and services, and it becomes an important part of the organizational culture (Ghorbani, Chatr simab,2007:19). This research is to determine whether the employees' outlook on—and understanding of the level of justice establishment in the organization can influence their performance.

Research hypotheses: this research is going to find answers to the following hypotheses:

Main hypothesis

There is a relationship between organizational justice and employees' performance.

Sub-hypotheses

There is a relationship between distributive justice and employees' performance.

There is a relationship between procedural justice and employees' performance.

Current study is a dual-variable study; its dependent variable is staff performance and its independent variable is organizational justice.

Literature reviews

A review of prior studies

The first research on justice in organizations belongs to the early 1960s. After 1990, a new age in experimental studies on organizational justice begins which results in recognition of three types of justice in organizations: distributive justice, procedural justice and interactional justice (Hosseinzadeh and Nasserri, 2008:24).

Needless to say that the most important property of any organization is its efficient human resource. Therefore, it must be motivated by applying proper policies.

Optimal use of human resources relies on those actions that are taken in order to protect and preserve the bodies and the souls of organization's employees..

Hence in the planning and management of human resources, we must pay close attention to the problems of the organization's employees (Abtahi and kazemi,2004).

-Zeinali Some'e, Parvaneh (2001) in her M.A. thesis entitled "The Effect of Organizational Justice on the Effectiveness of Service Organizations for Customer Satisfaction," achieved the following results:

One of the most important factors affecting the employees' satisfaction is the administration of justice to the point that injustice perceptions of them (their perception of injustice administered) results in their job dissatisfaction and has a negative influence on their performance and efficiency.

Shokrkon, Hossein (2002) in his M.A. thesis entitled 'A Study on the Relationship between Organizational Justice and Job Satisfaction and the Relationship between Job Satisfaction and Civil Behavior and the Job Performance of Workers in Ahvaz Factories' concludes the following: The results of the analysis of the data demonstrate that organizational justice and its different aspects have some simple and meaningful relationships with job satisfaction and they actually determine a notable variance of it.

In addition, job satisfaction has a positive significant correlation with organizational civil behavior and determines a significant variance of it.

As to the relationships between job satisfaction and performance, the results show that the correlations are positive but they are low in rate.

The results of the conducted researches coordinate with the results both inside and outside of Iran.

- Dashti (2007) in his thesis quoting from Campbell (1996) suggests that based on the results extracted from the analysis of the data, if the administrator treats the employees with sincerity, fairness and interest, he or she makes them more committed to the organization and also improves their performance.

-Andrew J. Lee (2007) conducted a research entitled "organizational justice and the theory of social interactions ". The aim of his study was to evaluate the effect of stress on organizational justice, job satisfaction and performance. In the end, he came to the conclusion that organizational justice is related negatively with perceived stress. The feelings of stress can negatively be associated with organizational commitment and employees' performance. All the aspects of organizational justice are positively related to organizational commitment and performance.

-Andrew Blair Staley (1997) conducted a research entitled "the effect of organizational justice on budget decisions and on organizational commitment". He suggests that, generally, organizational justice influences organizational commitment, but interpersonal and interactional justice are more effective. Procedural justice is also considered to have effects on confidence in administration.

Methodology

The method of field research-survey type- has been utilized. The statistical population accounts for 152 people which have been chosen from the staff of 250, based on Krejcie and Morgan table. Hence the primary tools used for measuring and collecting data in this research are two questionnaires about organizational justice and performance. Both of them are confirmed by the professors of educational science. The collected data have been analyzed by means of descriptive and inferential statistics - *Pearson Correlation Coefficient, stepwise regression, independent t-test and One-way analysis of variance.*

Data analysis

A. Cognitive population elements

This research has been conducted on 152 staffs of Jajarm Education office in 1391. Sample distribution is presented in the table below based on gender, marital status, educational degree , and job status.

Table 1-4- elements of sample cognitive population

Cumulative percent	Valid percent	percent	frequency	group	index
96/1	96/1	96/1	146	female	gender
100	39/9	39/9	6	male	
0	0	0	0	single	marital status
100	100	100	152	married	
11/2	11/2	11/2	17	diploma	educational degree
23	11/8	11/8	18.	A.A	
96/7	73/7	73/7	112	B.A	
100	3/3	3/3	5	M.A	
2	2	2	3	Cont.	job status
100	98	98	149	official	

As it is shown in table 1-4, 96.1 % of the participants in the research were men, 100% of them were married; 73.7 % of them have a degree above BA; 98% were official.

Table2-4- average and standard deviation of age and job background

Standard deviation	Average	Maximum	Minimum	variable
2/83	38/40	42	28	age
2/90	14/81	18	3	Job background

Based on what was shown in the table above, the average of age and working background of the participants in this research were M= 38.40 and M= 14.81, respectively.

B. Descriptive analysis of the data:

Table3-4-average and standard deviation of organizational justice and staff function

Standard deviation	average	maximum	minimum	variables
0/41	2/08	3/00	1/20	Distributive justice
0/26	2/32	2/77	1/62	Procedural justice
0/28	2/29	2/88	1/63	Interactive justice
0/25	2/23	2/79	1/63	Total score of organizational justice
3/87	26/59	36	19	Staff function

The result in the table 3-4 shows that among the organizational justice dimensions, procedural justice has the highest average (M=2.32) and distributive justice has the lowest average (M=2.08). Comparison of the average of organizational justice dimensions is presented in graph 5-4.

C. Illative analysis of the data

In this research for answering the analytical hypothesis, Pearson’s and regression correlational coefficients were used simultaneously. Continuing, separating the hypotheses, the results related to statistical tests will be presented.

Main hypothesis: There is a relationship between organizational justice and staff function.

This hypothesis was answered by calculating Pearson’s correlational coefficient. Analysis result is presented in table 4-4.

Table 4-4- Correlational coefficient of organizational justice and staff function

Staff function	index	variable
0/38	Correlational coefficient	Total score of organizational justice
0/0005	Significance level	
152	quantity	

The results presented in the table 4-4 show that there is a positive and meaningful relationship between organizational justice and staff justice in Jajarm Education office($P < 0.01$, $r = 0.38$). Accordingly, the main hypothesis of the research dealing with the relationship between organizational justice and staff function is approved, meaning that Jajarm Education office, the more the organizational justice is, the more the staff function would be and vice versa. This relationship is meaningful with 99% accuracy.

Side hypothesis 1: there is a relationship between distributive justice and staff function.

The answer to this hypothesis is through the calculation of Pearson’s correlational coefficient. The result is presented in the table 5-4.

Table 5-4-Correlational coefficient of distributive justice and staff function

Staff function	Index	Variables
0/13	Correlational coefficient	Distributive justice
0/11	Meaningfulness level	
152	quantity	

The results presented in the table 5-4 show that there isn’t a positive and meaningful relationship between distributive justice and staff justice in Jajarm Education office($P < 0.11$, $r = 0.13$). Accordingly, the main hypothesis of the research dealing with the relationship between distributive justice and staff function is rejected, meaning that there is no meaningful relationship between distributive justice and staff function in Jajarm Education office

Table 6-4-correlational coefficient of procedural justice and staff function

Staff function	Index	Variable
0/28	Correlational coefficient	Procedural justice
0/001	meaningfulness level	
152	quantity	

The results in the table 6-4 show that there is a meaningful relationship between procedural justice and staff functions in Jajarm Education office. ($P < 0.01$, $r = 0.28$). Accordingly, the second side hypothesis of the research dealing with the relationship between procedural justice and staff function is approved. Meaning that in the staff of Jajarm Education office with the increase of procedural justice, staff function also would be higher and vice versa. This relationship is meaningful with 99% accuracy.

Side hypothesis 3: there is a relationship between interactive justice and staff function.

The results of Pearson’s correlational coefficient are presented in the table 7-4 for answering this hypothesis.

Table 7-4-correlational coefficient of interactive justice and staff function

Staff function	index	variables
0/45	Correlative coefficient	Interactive justice
0/0005	Significance level	
152	amount	

The results in the table 7-4 show that there is a meaningful relationship between interactive justice and staff function in the Jajarm Education office ($P < 0.01$, $r = 0.45$). Accordingly, the third side hypothesis of the research dealing with the relationship between interactive justice and staff function is approved. Meaning that in the staff of Jajarm Education office, with the increase of interactive justice, the staff function would be higher and vice versa. This relationship is meaningful with 99% accuracy.

In the present research the relationships between organizational justice dimensions and staff function were analyzed. The results are briefly presented in the table 8-4.

Table 8-4: Correlation between the predictor variables and standard variable

Relevance	Significance level	Coefficient amount	Test type	Independent variables
Positive and direct	0/0005	0/38	Pearson’s correlational	Total score of organizational
No relationship	0/11	0/13	Pearson’s correlational	Distributive justice
Positive and direct	0/001	0/28	Pearson’s correlational	Procedural justice

Positive and direct	0/0005	0/45	Pearson's correlational	Interactive justice
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The results, in the table 8-4, show that it's only the relationship between distributive justice and staff function which is not meaningful. The other dimensions of organizational justice have a positive and direct relationship with staff function. As we continue, for the analysis of the determinative role of organizational justice dimensions in staff function, the regression equation was used and the triple dimensions of organizational justice, as the predictor variable, and staff function, as the standard variable were inserted in the regression equation. The results of multiple correlation coefficient was equal to 0.47. It shows that the relationship between predictor variables and staff function was in a medium extent. Determinant coefficient was equal to 0.22 and this states the fact that 22% of the staff function changes is related to the organizational justice dimensions. Variance analysis table also shows the significance of regression and the linear relationship between variables whose significance is approved (F=13.59, P=0.0005). This test shows that the regression model with the predictor and standard variables, has a good practice and the prescribed changes were by the real model and were not by chance or on random. Also, it shows that predictor variables could predict most of the changes of staff function. With a possibility more than 99%, these variables are participant in predicting and the changes of standard variables. In other words, the data is appropriate to conduct regression multi-variable equation. For analyzing the relative importance of predictor variables in predicting staff function, the amounts of regression coefficient should be studied. They are presented in the table 9-4.

Table 9-4- regression coefficients of predictor variables and staff function variable

Significance level	T-test	Beta weight	Standard deviation	regression coefficient	Independent variables
0/0005	3/93	---	2/83	11/11	Fix amount
0/25	-1/15	-0/09	0/76	-0/88	Distributive justice
0/35	0/93	0/08	1/25	1/17	Procedural justice
0/0005	5/08	0/46	1/26	6/37	Interactive justice
R=0/47		R²=0/22		F=13/59	sig=0/0005

The inserted regression coefficients in the table above show that it's only the interactive variable which is more than 99% meaningful and the failure percent of all the other variables is more than 0.05% and so, they are not inserted in the linear equation of regression. That which of the predictor variables is important and more influential in determining the standard variable must be clarified by the amounts standardized regression coefficient. These amounts are standardized and provide the possibility of comparison and determining the relative share

of each variable. The role of interactive justice (Beta: 0.46) is more than the role of other variables. This number states the fact that for each 1 unit change in standard deviation of interactive justice, the standard deviation of staff function would change 0.46 units. The bigness of Beta amount shows the relative importance and its role in predicting the standard variable. So, we can say that the interactive justice variable has a more role in predicting the staff function variable in comparison with the other variables. The amount of T-test and its significance level approve the high influence of this variable in predicting the staff function.

2-4. research side findings

In this research, the adaptive and participating variables, eg; age, gender, marital status, educational degree, employment status and job background, were measured. To analyze their relationships with organizational justice and its dimensions and also with staff function, some questions were administered and analyzed for this research.

Side question 1: is there any meaningful relationship between age and job background with organizational justice and staff function dimensions?

Considering that the age and job background variables were measured in interval scale, Pearson’s correlation coefficient was used to analyze the relationships between variables. The results show that there is a no meaningful relationship between age and job background with research variables.

Side question 2: Is there any meaningful difference between organizational justice dimensions and staff function considering their educational degree?

The analysis of one-sided variance (ANOVA) showed that there was no meaningful difference between organizational justice and staff function considering their educational degree.

Side question 3: Is there any meaningful difference between organizational justice dimensions and staff function considering their employment status?

This hypothesis was also answered by dependent T-test. The results are presented in the table 10-4.

Table 9-4- Regression coefficients of predictor variables and staff function

Significance level	Freedom level	T-test	Standard deviation	average	quantities	group	variables
0/01	150	-2/41	2/52	21/33	3	official	Staff function
			3/83	26/69	149	Cont.	
0/44	150	0/78	0/50	2/27	3	official	Distributive justice
			0/41	2/08	149	Cont.	
0/35	150	-0/95	0/12	2/18	3	official	Procedural justice
			0/26	2/22	149	Cont.	
0/97	150	0/04	0/07	2/29	3	official	Interactive justice
			0/28	2/29	149	Cont.	
0/91	150	0/12	0/28	2/25	3	official	Organizatio

			0/25	2/23	149	Cont.	nal justice
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The results in the table 10-4 show that there is a meaningful difference between the performance of official and contractual employees. ($t= 0.01, P= -2.41$). Contractual employees have a better performance.

Discussion and conclusions

Today an important part of human life is spent in organizations, and fairness in the organization can have a big impact on individual and organizational success and existence of successful people and successful organizations provides the background of population growth. Areas of injustice in organizations can occur through direct person or through their manager or supervisor of the organization and eventually someone who see this injustice has become an unhappy person and his employee engagement and his organizational commitment may be reduced and shows this shortcoming with hypothyroidism and absenteeism or encourage others to create discontent and eventually stop working.

J. Stacy Adams stated in his theory of equality that usually employees of an organization measure their input to their output with the staff inside an organization or outside the organization, inputs of a job include a person’s educational degree, experience and skills and outputs of a job include salaries and benefit and bonuses and promotions. Individuals in an organization usually compare their job inputs and outputs with their colleagues or individuals in other organizations, and if they see the inequality, they make compensation inequality and in the case of this phenomenon in organizations, more people are dissatisfied and dissatisfaction includes a wider circle and it can lead to the formation of virtual organizations and groups beside a formal organization and this organizations and virtual groups consists of a series of unhappy people and instead of this group be as a stylus for the asset for an organization they identify as an item of debt for the organization and stand in front of any changes or decisions.

In order in an organization individuals have a greater job and organizational commitment should reduce the areas of the incidence of injustice in organizations .Among the issues that underlie to risk injustice returns the relationship between the manager and the employee, most managers are divided their subordinates that this division is comprised of both insiders and outsiders, insiders in an organization have a better relationship with their manager, they earned more promotions and management always support them while the outsiders are less protected and the underlying cause of the complaints of these persons, if a manager considers everyone in his own line and as an Insider, He can handle their abilities more efficiently.

skillful managers can have a positive impact on the relationship between managers and employees, if an employee perceptions of manager's ability assesses to face down, dissatisfaction grows, employ competent and efficient management can help an organization to justice and when we are not observing this merit that is the missing link of administrative system, the first whispers of discontent, can be heard especially in specialized organizations that use non-technical managers. Bonus is also an important indicator that can be the underlie the occurrence of injustice and non-motivation If the employee likely to be rewarded for their poor access and reward to be related to factors other work. This interaction has a strong role in

the institutional inequality based on the waiting theory of victor room the knowledge of people about receiving rewards will affect their effort to get to the specific goal. Another attribute of justice in an organ implies procedure by the organ. Maybe the income of two people with the same situation will be different but the one with the less income see that fair and because of overworking.

Lontal thinks that there are six rules which if they are put to use a fair procedure will be made.

The Stability: a case in which procedure appropriation in time should be the same for everyone.

Avoid prejudice and bias law: a case in which the personal profit of the bosses in the company should be prevented.

The right: it is referred to the profitableness of the appropriation information process.

The ability to modify: it is referred to the opportunity to change an unfair decision.

Representation law: a case in which the needs, the values and perspective of all the affective parts should be considered by the appropriation process.

Code of ethics: based on this law the appropriation process should be compatible with moral and conscionable values. Organizational procedure shows the way that the organ appropriation the resources. Another branch of the organizational justice consist interactive justice, the better the manger treats his subordinates the better the situation he will make. Today, however, with the existence of multinational companies and multiple force sin the working environment, observance of these cases seems hard. But observance of the mentioned cases can build trust between the manger and the subordinates.

Observance of justice in an organ underlie of it preservation in a long time and nonconformity of it can put the safety and survival of the organ in danger. Organizational structure can be one of the reasons that effect the Implementation of justice in the organ. Existence of obscure and inflexible structures is the underlie of difference in an organ, if in an organ there is not a clear career path, if the connection will be formal, if non-working and Non-specialized issues has a role in giving promotion to the employees, if factors other than efficiency will be the measure for promotion and Workflow job does not happen and the employees job does not satisfies his individual and social needs (today beside the professional issues, social issues are also considered in designing jobs).

Gradually qualified people leave the organization or are attracting by other competent organizations or in general, leave the country to the destination in which people respect her more. Any organization to prevent people from their escaping and prevent their discontent should design the job in a way that people can do one from beginning to end and have more responsibility and independence, forming team, flexible structure and use of organizational behavior experts to develop a career path based on individual abilities can provide structural justice field and raises loyal employee that are the human and social capital of that organization. The path that reaches fair goals makes people that don't reach to their goals through unfair dealings. Government can also prevent the occurrence of injustice in organizations by its control, government can be a fair judge between organizations and employees.

As a result fairness in an organization should be used enabling managers and terms of employment must be tuned in way that the most qualified and the most ethical people are placed in positions of authority and after employment also have a clear path to promotion and remuneration paid be suitable with people's abilities that be avoided from discontent and

withdrawal of subjects, especially at the height of the steps that the employee is capable and the organization has paid a high price to get the worker to this step. His cut of cooperation with organization comes at a high price.

The purpose of this study is to show the effect of organizational justice on the employees work for this reason from 250 employees of Jajarm Education office, randomly 152 employees had been picked .two questionnaire of organizational justice and employees work was given to them and then begin to check the results and finally begin to differentiation by using statistical indicators, correlation coefficient of person and regression, and this results was given:

The main hypothesis: there is a connection between organizational justice and employees work.

The results from the table 4-4 show that there is a positive and meaning full connection between the organizational justice and employee's work of Jajarm Education office. Based on these results the main hypothesis of the study which is the connection between organizational justice and employees work confirms. Meaning that the employees of Jajarm Education office with better organizational justice, would work better and vice versa. This connection is mining full at a rate of 99 percent.

Also the results show that Interactive justice and procedural justice components affect the employee's performance. But there is not a meaning full connection between the distributive justice component and employees work. Meaning that the employee's knowledge of the rate of distributive justice in the organization doesn't have a great effect on the employee's performance. In the following of this article the hypothesis of the research will be examine and explain and in the end based on the results of the research some ways for making the situation better will be presented.

First side hypothesis :there is a connection between distributive justice and employees work.

The results from the table 5-4 show that there is not a meaning full connection between the distributive justice and employees work. Based on the first subsidiary hypothesis, there is a connection between distributive justice and employees' job. It was proved wrong. Meaning that there is not a meaning full connection between the distributive justice and employees work in Jajarm Education office.

The results of the research show that there is not a close connection between distributive justice and employees work. The research on organizational justice done by Taylor and Lender in 1998 shows there is not a close relationship between distributive justice and employee's performance. Meaning that the knowledge of the employees about their output and their Peers in the organ do not affect their work also research done by Kim and Mambourin in 1993 prove that they are right.

Second side hypothesis: there is a connection between procedural justice and employees work.

The results from the table 6-4 show that there is a meaning full connection between the procedural justice and employees work in Jajarm Education office. Based on the second side hypothesis which says: There is a relationship between procedural justice and employees' work, it was proved right. Meaning that with the increase of procedural justice in Jajarm Education

office the employees performance increase and conversely. This connection is meaning full at a rate of 99 percent.

By using social exchange, researchers (Masterson 2000, Cropanzano and Pirher 1999) believe that work performance has a connection with both, levels of leadership and organizational levels. So work performance to some extent is influenced by the connection between the employee and organ (which is concerned with Procedural justice) and to some extent is influenced by the connection between the employee and direct supervisor (which is concerned with interactional justice).based on this many researchers (Tyler and Lind 1998, Greenberg 1987, Brocker and Vincefld 1996, Kim and Mamborgn 1993) have checked the effect of procedural justice on work performance and concluded that the knowledge of the employee about the procedural justice have a positive effect their work performance. Meaning that when the employees believe the current procedures are fair, they try to do a better work. Finding of this research about the effect of procedure justice on the employee's performance is the same as the other researches. This finding shows that there is a strong and positive relationship between the employees work and procedure justice.

Third side hypothesis: there is a connection between interactive justice and employees work.

The results from the table 7-4 show that there is a meaning full connection between the Interactive justice and employees work in Jajarm Education office. Based on the third side hypothesis which says: there is a connection between Interactive justice and employees work, it was proved right. Meaning that with the increase of Interactive justice in Jajarm Education office the employees performance increase and conversely. This connection is meaning full at a rate of 99 percent.

Based on interactional justice theory, one is sensitive to the quality personal interaction and structural aspects of the decision-making process and in the results if they feel that their direct supervisor treats them unfairly, it is possible that they have a negative reaction toward this unfair treatment. Since interactional justice is specified by the representative's treatment, interactional justice is connected with the behavioral and cognitive reactions of representatives. So when an employee feel that there is no interactional justice, it is predicted that he will have a negative reaction toward this, not that he will show a negative reaction toward the hole organ and neither toward a specific results. So it is predicted will be dissatisfied with his own supervisor rather than the hole organ. Similarly it is predicted that the employee would be less obligor toward his own supervisor and not toward the organization.

Based on the contents that was mentioned above it can be concluded that when an employee feel the injustice, because his direct supervisor is the reason for this injustice and because his performance is directly in contact with the hole organ, so he will not try to reduce his performance (To retaliate the supervisor inappropriate behavior) because he does not believe that the company is to blame. The results of these researches are different with the other countries abroad.

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