Impressing Organizational Justice Rules Based on Information Technology (Case Study: Telecommunication Company)

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[1]Islamic Azad university, Dehaghan Branch, Isfahan, Iran, [2]Department of Administration Management, Islamic Azad University, Dehaghan Branch, Isfahan, Iran
Email: Mirhadi8000@gmail.com

Abstract

In today's competitive world, information technology is a wide field and has enabled organizations across the world to work in an efficient manner. Organizations are constantly seeking new ways to maximize the effect of organizational justice between their employees. Main purpose of this study is to study the effect of information technology in organization for making procedural justice. In this research, we used field research technique and for gathering data collection used questionnaires. Statistical population was employees of Telecommunication Company of Isfahan that they are 600 employees. Then, distributed 234 questionnaires based on convenience sampling. Method of research was T-value for analyzing, we used spss software. The result of this research indicates the meaningful and direct relationship between information technology and procedural justice in Telecommunication Company of Isfahan.

Keywords: Information Technology, Organizational Justice, Procedural Justice, Telecommunication Company, Iran

Introduction

Justice or fairness refers to the idea that an action or decision is morally right, which may be defined according to ethics, religion, fairness, equity, or law. People are naturally attentive to the justice of events and situations in their everyday lives, across a variety of contexts (Tabibnia et al., 2008). Organizational justice theory examines individuals' perceptions of fairness in their employment relationship (Colquitt et al., 2005). The topic of organizational justice has become one of the most popular and most researched areas in the fields of organization and management. In management and organization research, the terms "justice" and "fairness" are often used interchangeably, such as when referring to "organizational justice" and "organizational fairness" perceptions.

Literature Review

Organizational Justice

Researchers have debated about the number of different types of justice that are important in fairness perceptions. Some researchers have focused on one type (an overall

perception of fairness), two types (distributive justice and procedural justice), three types (adding interactional justice), and four types (separating interactional justice into both interpersonal justice and informational justice).

Distributive justice: The first type of fairness that was examined in the social sciences was distributive justice, which looks at people's perceptions of the fairness of outcomes that they received. One of the early theories of justice (equity theory) posited that the fairest allocations are those that reward people in proportion to their contributions (Adams, 1963, 1965). Additional allocation rules that were shown to be fair were based on equality and need.

Procedural justice: The second type of justice is called procedural justice, and it refers to people's perceptions of the fairness of the procedures used to determine the outcomes that they receive (Greenberg, 2009). More than two decades ago, Leventhal (1980) already proposed that procedural justice was a function of the extent to which a number of procedural rules were satisfied or violated. Procedural fairness was defined as "an individual's perception of the fairness of procedural components of the social system that regulate the allocative process" (Leventhal, 1980). Work by Thibaut and Walker (1975, 1978) found that individuals were more accepting of unfavorable outcomes as long as the process used to allocate those outcomes was fair. For example, when people have a say or a voice in a process, they tend to believe that it was fair even if they did not receive the fairest outcome as a result of that process (Shapiro, 1993). According to the "fair process effect" (Folger & Cropanzano, 1998), under fair process conditions (for example, consistent, representative, unbiased procedures), even unfavorable outcomes can be perceived by individuals as being fair.

Interactional justice: The third type of justice that was examined by researchers was interactional justice. Work by Bies and others found that individuals appraise the fairness of the interpersonal treatment they receive during decision-making procedures and outcome distributions (for example, Bies, 2005; Bies & Moag, 1986; Bies & Shapiro, 1987). Fairness perceptions were found to be higher when people believed that they were treated with dignity and respect, and when information was shared and adequate explanations were given regarding allocation of important resources (Bies, 1987). Initially, there was some debate about whether interactional justice was distinct from procedural justice. Most researchers today believe that interactional justice and procedural justice are distinct concepts (Ambrose & Arnaud, 2005).

Informational justice: Informational justice refers to fairness perceptions that the decision maker is truthful and provides adequate justifications for decisions. People believe that they are an important part of the organization when officials take the time to thoroughly explain the reasons behind justice decisions**.**

Interpersonal justice: Interpersonal justice refers to treating people with dignity and respect. People believe that they deserve to be treated well and feel that things are unfair when they are not treated well.

Procedural Justice

According to Leventhal, a similar cognitive process determines whether procedures are thought to be fair. The procedure in question is compared to a fairness standard that is based on a number of procedural justice rules. Leventhal identifies six general procedural justice rules. As can be seen from the descriptions below, each rule can have a wide variety of manifestation in any given procedural situation. It should be noted at the outset that, unlike the distributive justice rules mentioned above, most of which had been found empirically to

affect allocation preferences and fairness judgment, Leventhal's procedural justice rules are largely the result of his intuition and speculation about what makes make a procedure fair. Leventhal drew on some of the early Thibaut and Walker research in developing his hypotheses about procedural justice, but he did most of his theoretical work prior to the real explosion of research on procedural justice. However because Leventhal 'six procedural justice rules have stimulated a good deal of research, there is value in considering all of them in some detail:

1. Consistency. For a procedure to be fair, it must be applied consistently across persons and across time. Consistency across person generally takes the form of equal treatment for all affected by the procedure. In practical terms, this aspect of consistency rule requires that all parties believe that they have the same rights under the procedure and are treated similarly. Consistency across time requires that the procedure follow the same rules and be enacted the same way each time it is used. This aspect of the consistency rules requires that procedural change be made carefully and with full notification of all who might be affected by the procedure.

2. Bias suppression. Although many types of bias might arise in allocation procedures, Leventhal mention specifically only two sources of bias in his description of this justice rule. First, procedures are unfair if the decision maker has a vested interest in any specific decision. Second, procedures are unfair if the decision is made on doctrinaire grounds, in other words, if the decision maker is so influenced by his or her prior beliefs that all points of view do not receive adequate and equal consideration. The example that Leventhal gives for both aspect of the bias suppression rule have to do with assuring that the decision maker(s) are unbiased, rather than with suppressing biases that might arise within the procedure itself.(Some procedural biases are covered by some of Leventhal `other justice rules.)

3. Accuracy of information. Accurate procedures are a necessary tool to promote the procedural fairness of the recruitment questionnaires and tests (e.g., Gilliland, 1994). In addition, accuracy is also one of the alternative procedures that have been the focus of some experimental social justice studies. Accuracy refers to the extent to which authorities base their decisions on all the information they receive or only on part of it. The Accuracy rule means that decisions should be based on accurate information and on well-informed or expert opinion (Leventhal, 1980).

4. Correctability. The correctability rule implies that a procedure should contain some provision for correcting bad decisions or bad outcome (Leventhal, 1980).

5. Representativeness. The representativeness rule dictates that population affected by the decision should have influence on the process, and the opportunity to express their opinion or all subgroups in the affected by the decision are heard from (Leventhal, 1980).

6. Ethicality and Morality. Ethicality rule means that the procedure should conform to standards of ethics and morality and age, gender, nationality and other extraneous factors have no bearing on the decision that is made (Leventhal, 1980).

Leventhal suggests that procedural rules are given higher weights when they are thought to promote the attainment of either favorable outcomes for the perceiver or fair outcomes for all involved. Leventhal notes that procedures typically contain a number of structural components, each of which might be judged according to the six procedural justice rules. He considers seven components: (1) selecting agents to gather information and make the decision, (2) setting ground rules and establishing criteria for receiving an allocation, (3) gathering information, (4) defining the decision structure (for example, setting up group decision rules), (5) processing appeals from the decision, (6) safeguarding the procedure by

monitoring and sanctioning the behavior of those who participate in the procedure , and (7) providing mechanisms for changing the procedure when it is not working properly. Although Leventhal argues that each justice rule can be applied to each procedural component, he admits that same of the rules are especially important for certain components. For example, accuracy of information is a particularly important feature of the information-gathering component.

Information Technology

Stands for "Information Technology," and is pronounced "I.T." It refers to anything related to computing technology, such as networking, hardware, software, Internet, intranets, web sites, servers, databases, people that work with these technologies and telecommunications falls under the IT umbrella. Information technology, or IT, describes any technology that powers or enables the storage, processing and information flow within an organization. Many companies now have IT departments for managing the computers, networks, and other technical areas of their businesses. This is referred to as Management Information Services (or MIS) or simply as Information Services (or IS). The information technology department of a large company would be responsible for storing information, protecting information, processing the information, transmitting the information as necessary, and later retrieving information as necessary. The field of Information Technology is usually used to describe a whole series of jobs, but in reality, there are tons of jobs that are called Information Technology jobs, but are actual part of a subcategory like Management Information Services and Information Services. IT jobs include computer programming, network administration, computer engineering, Web development, technical support, and many other related occupations. Since we live in the "information age," information technology has become a part of our everyday lives. That means the term "IT," already highly overused, is here to stay. Once upon a time, the Information Technology center of a business would have been composed of just one guy sitting at a computer all day. But, as computer technology has advanced, and information has become more valuable, the Information Technology center grew with it. Now, a company will either have a gigantic IT center, or they may need so many specialists that they actually contract out the Info-tech needs to an entirely separate company. Now, in order to successfully run an Information Technology center, a company would need at least a database management system, a cryptographer, some system administrators, some database administrators, at least one information manager and a Chief Information Office (CIO,) who is the head honcho of the whole shabang. In below there are some other definitions main about information technology.

Information. A structural and supporting element of economic, social, and natural systems. Information permits the efficient and smooth function of these systems. Information failures produce chaotic outcomes and unpredictable volatility and decay. This is seen, for example, in genetic information where failure produces uncontrollable and random outcomes. From another perspective, information is shaping as a major factor of production, in a category with land, labor, capital and energy.

Information network. A structure connecting different locations by means of telecommunications and computing resources for transporting, storing, and processing information.

Information Age Technologies and Development. Is the application of IAT to all the traditional sectors that fulfill the Bank's development objectives with its borrowing member

countries, as well as a set of new activities which are unique to the information technology sector and that have proven as new vehicles for social and economic furtherance.

Information System. An organized set of entities providing a societal capability that is based on the use of information. This capability, which provides measurable benefits to society, encompasses people, institutions, policies, processes, incentives, data, information technology and information infrastructure.

Information Technology. The main vehicle for creating, collecting, transmitting, displaying, and storing information. This includes hardware, software media and networks.

Information Infrastructure. The articulated presence of both telecommunication networks and strategic information systems required to create widespread access to communications and information services. The information infrastructure is commonly local in domain. Often a national system can be made either independently of local systems or as a conglomerate of independent systems. Typical strategic systems include, among others, systems for education, banking, public health and financial management.

Information Content. A given set of information and data that serves a specific purpose. Information Content is the commodity that provides value in use to information systems including global and national networks. In other words, when a user activates a network, he or she derives value from its use by the consumption of the content that resides in the information system.

Hypothesis

These study hypotheses include one main hypothesis and six specific hypotheses.

Main Hypothesis

Information Technology has effect on procedural justice on Telecommunication company's employees.

Specific Hypotheses

H1. Information Technology has effect on consistency rule on Telecommunication company's employees.

H2. Information Technology has effect on bias suppression rule on Telecommunication company's employees.

H3. Information Technology has effect on accuracy of information rule on Telecommunication company's employees.

H4. Information Technology has effect on correctability rule on Telecommunication company's employees.

H5. Information Technology has effect on representativeness rule on Telecommunication company's employees.

H6. Information Technology has effect on ethicality rule on Telecommunication company's employees.

Figure 1 shows the model of structural equations in the set of concepts being studied. As it is indicated in figure 1 main hypothesis was confirmed.
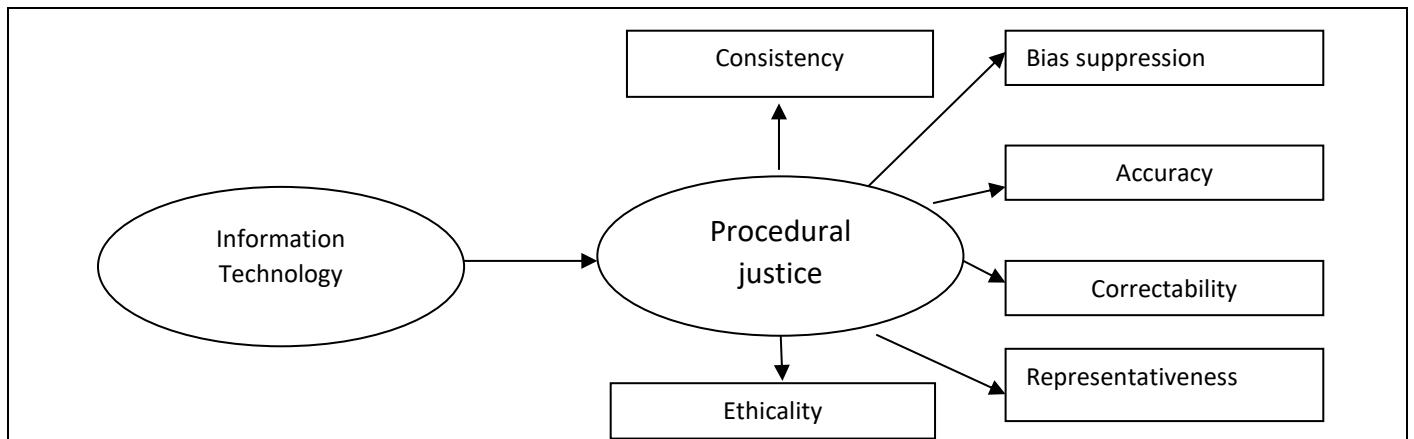
Figure 1. Structural model of study

Research Method

Method: This study is a survey research and applicable.

Measures: Questionnaire in this study is the main tool for data collection. Data collection in this study is a questionnaire for assessing the effect of information technology on procedural justice in Telecommunication Company in Isfahan which also includes the thirty questions. Questionnaire contained 30 items based on Likert five-point scale (5= strongly agree and 1= strongly disagree). Furthermore, to test the questionnaires reliability we used Cronbach's α scores for each variable as shown in Table1. Also, the face and content validity of questionnaires were determined by the opinions of experts and professors in human resource management.

Table 1
Reliability Statistics

Cronbach 's Alpha	N of Items
0.0899	6

For this study we had a statistical society of 600 and the statistical sample randomly was chosen by regarding to Morgan-Kerjecie table. It confirmed that adequate sample size is of 234 employees. The questionnaire dispersed in sample employees and at the end, 234questionnaires returned.

Main Hypothesis

Information Technology has effect on procedural justice on Telecommunication company's employees.

H0: μ≤3

H1: μ>3

H0: Technology doesn't have effect on procedural justice on Telecommunication company`s employees.

H1: Information Technology has effect on procedural justice on Telecommunication company`s employees.

According to the below tables if the number of sig is less than Alpha the H0 is rejected and H1 is accepted.

Table 2
One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Procedural justice	188	3.1156	.66106	.04821

Table 3
One-Sample Test

				Test Value = 3		
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Procedural justice	2.39	187	.017	.11560	.0205	.2107

Specific Hypotheses

H1.Information Technology has effect on consistency rule on Telecommunication company`s employees.

H0: $\mu \le 3$

H1: $\mu > 3$

H0: Technology doesn't have effect on consistency rule on Telecommunication company`s employees.

H1: Information Technology has effect on consistency rule on Telecommunication company`s employees.

According to the below tables if the number of sig is less than Alpha the H0 is rejected and H1 is accepted.

Table 4
One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
consistency	217	2.9290	.62977	.04275

Table 5
One-Sample Test

Test Value = 3						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
consistency	-1.660	216	.098	-.07097	-.1552	.0133

H2.Information Technology has effect on bias suppression rule on Telecommunication company`s employees.

H0: $\mu \le 3$

H1: $\mu > 3$

H0: Technology doesn't have effect on bias suppression rule on Telecommunication company`s employees.

H1: Information Technology has effect on bias suppression rule on Telecommunication company`s employees.

According to the below tables if the number of sig is less than Alpha the H0 is rejected and H1 is accepted.

Table 6
One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
bias suppression	221	3.0281	.93989	.06322

Table 7
One-Sample Test

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
bias suppression	.444	220	.658	.02805	-.0965	.1527

H3.Information Technology has effect on accuracy of information rule on Telecommunication company`s employees.

H0: $\mu \leq 3$

H1: $\mu > 3$

H0: Technology doesn't have effect on accuracy of information on Telecommunication company `s employees.

H1: Information Technology has effect on accuracy of information on Telecommunication company `s employees.

According to the below tables if the number of sig is less than Alpha the H0 is rejected and H1 is accepted.

Table 8
One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
accuracy of information	230	3.2191	.93528	.06167

Table 9
One-Sample Test

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
accuracy of information	3.553	229	.000	.21913	.0976	.3406

H4.Information Technology has effect on correctability rule on Telecommunication company`s employees.

$\begin{cases} \text{H0: } \mu \le 3 \\ \text{H1: } \mu > 3 \end{cases}$

H0: Technology doesn't have effect on correctability on Telecommunication company `s employees.

H1: Information Technology has effect on correctability on Telecommunication company `s employees.

According to the below tables if the number of sig is less than Alpha the H0 is rejected and H1 is accepted.

Table 10
One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
correctability	231	3.0753	.78222	.05147

Table 11. One-Sample Test

	Test Value = 3					
			Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
	t	df			Lower	Upper
correctability	1.464	230	.145	.07532	-.0261	.1767

H5.Information Technology has effect on representativeness rule on Telecommunication company`s employees.

$\begin{cases} \text{H0: } \mu \le 3 \\ \text{H1: } \mu > 3 \end{cases}$

H0: Technology doesn't have effect on representativeness rule on Telecommunication company`s employees.

H1: Information Technology has effect on representativeness rule on Telecommunication company`s employees.

According to the below tables if the number of sig is less than Alpha the H0 is rejected and H1 is accepted.

Table 12
One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
representativeness	216	2.8843	.68017	.04628

Table 13
One-Sample Test

	Test Value = 3					
					95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
representativeness	-2.501	215	0.013	-0.11574	-0.2070	-0.0245

H6. Information Technology has effect on ethicality rule on Telecommunication company`s employees.

$\begin{cases} \text{H0:} \ \mu \leq 3 \\ \\ \text{H1:} \ \mu > 3 \end{cases}$

H0: Technology doesn't have effect on ethicality rule on Telecommunication company `s employees.

H1: Information Technology has effect on ethicality rule on Telecommunication company `s employees.

According to the below tables if the number of sig is less than Alpha the H0 is rejected and H1 is accepted.

Table 14
One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
ethicality	228	3.2737	.78701	.05212

Table 15
One-Sample Test

	Test Value = 3					
					95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
ethicality	5.251	227	.000	.27368	.1710	.3764

The Results of Hypotheses Testing

The results of statistical tests of main hypothesis indicate that because the number of SIG is less than Alpha ($\alpha = 0.05$) and the number of t-value is more than $t\alpha_{/2}$ ($t = 1.96$),H1 is accepted and "Information Technology has effect on procedural justice on Telecommunication company `s employees".

Results of Testing H1

The results of statistical tests of this hypothesis indicate that because the number of SIG is greater than Alpha ($\alpha = 0.05$) and the number of t-value is less than $t\alpha_{/2}$ ($t = 1.96$) H0 is not rejected and "Information Technology doesn't have effect on consistency rule on Telecommunication company `s employees".

Results of Testing H2

The results of statistical tests of this hypothesis indicate that because the number of SIG is greater than Alpha ($\alpha = 0.05$) and the number of t-value is less than $t\alpha_{/2}$ ($t = 1.96$) H0 is not rejected and "Information Technology doesn't have effect on bias suppression rule on Telecommunication company `s employees".

Results of Testing H3

The results of statistical tests of this hypothesis indicate that because the number of SIG is less than Alpha ($\alpha = 0.05$) and the number of t-value is more than $t\alpha_{/2}$ ($t = 1.96$),H1 is accepted and "Information Technology has effect on accuracy of information rule on Telecommunication company `s employees".

Results of Testing H4

The results of statistical tests of this hypothesis indicate that because the number of *SIG* is greater than Alpha ($\alpha = 0.05$) and the number of t-value is less than $t\alpha_{/2}$ ($t = 1.96$) H0 is not rejected and "Information Technology doesn't have effect on correctability rule on Telecommunication company `s employees".

Results of Testing H5

The results of statistical tests of this hypothesis indicate that because the number of SIG is less than Alpha ($\alpha = 0.05$) and the number of t-value is more than $t\alpha_{/2}$ ($t = 1.96$),H1 is accepted "Information Technology has effect on representativeness rule on Telecommunication company `s employees".

Results of Testing H6

The results of statistical tests of this hypothesis indicate that because the number of SIG is less than Alpha ($\alpha = 0.05$) and the number of t-value is more than $t\alpha_{/2}$ ($t = 1.96$),H1 is accepted "Information Technology has effect on ethicality rule on Telecommunication company `s employees".

Summary and Concluding Remarks

According to the result of the test assumption and validate the hypothesis about the effect of Information Technology on Procedural Justice, employees believe that Information Technology has meaningful effect on Precedural Justice in Telecommunication Company .It means that organizations can develop their IT systems due to create the fairly climate. So in these organizations employees feel that there is an acceptable level of procedural justice in their organization.

On the other hand, three specific hypotheses have been rejected and the result indicates that informational technology has less than effect on consistency rule, bias suppression rule and correctability rule. Moreover, most participants in this study believe that

IT can improve effect of accuracy rule, representativeness rule and ethicality rule .In order to increase the impact of IT on procedural justice the managements must establish new IT department whereby employees immediately access new information and laws in organization.

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