

SURVEYING THE IMPACT OF INFERENTIAL ORGANIZATIONAL JUSTICE ON INNOVATIVE WORK BEHAVIOR

Mikail Momeni¹

Department of Management, Science and research Branch, Islamic Azad University, Ardabil, Iran

Dr.Habib Ebrahimpour

Faculty Member in University of Mohaghegh Ardabili, Ardabil, Iran

Dr.Mohammad Bashokoh Ajirloo

Department of Management, Science and research Branch, Islamic Azad University, Ardabil, Iran

Abstract

This is correlational descriptive-analytical study in which we are investigating effect of inferential organizational justice on innovative job behavior. Therefore, independent variable is employees' perception from organizational justice and dependent variable is innovative job behavior. Data are cross-sectional and quantitative. Standard questionnaires were used for gathering data. In order to determine validity and reliability the questionnaire was distributed among 30 employees. Findings showed that questionnaire is valid (0.855). Asghrnejad et.al (2006) had implemented this scale on 344 graduate students in Shahid Beheshti University. They used factor analysis and criteria validity (0.0001) which both had high validity (Khushkalam, 2010). Descriptive statistics (frequency, percent, mean and standard deviation) were used for summing data and inferential statistics was used to study relationships between variables including Pearson correlation coefficient, multiple regression modeling. Statistical population was all Social Security Organization employees in Ardabil (500) and sample was 217. Simple random sampling was used for selecting research samples. Results of hypotheses testing show that all six hypotheses are confirmed.

Keywords: inferential organizational behavior, innovative job behavior, Distributive Justice, Informational Justice, Interactional Justice, Procedural Justice

1-Introduction

Today many organizations and companies are faced with increasing permanent and uncertain competition which is intensified by technologic innovations, change in market environment and changing customers' needs. We can mention another reason for changing business world: accessibility to technology, intense competition on technology development, globalizing markets and commercial competition, rapid growth in technology accessibility, change in wage and job skills, environmental responsibility and resources limitations and increasing customers' expectations (Khodadhosseini, 2002). Innovative job behavior is defined as intentional development, introduction and application new ideas inside a job role, group or organization for suitable role of group or organization performance (Beatrice et.al, 2009).

¹ Correspondence author

Johnson claims that innovative behavior is related with innovation process steps (idea generation, idea promotion, idea research). Besides, individual innovative behavior is not only creative behavior but includes sufficient promotion and implementing creative ideas. There are various definitions and classifications for innovation. Innovation can be defined as "creating new combinations". Many innovation definitions emphasize on newness. European Commission green journal defines innovation as: production, harmonizing and successful application of newness in economic and social scores. Innovation is very necessary for those businesses that want to develop and gain competitive advantage (Lin & Chen, 2007). One of the primary problems in innovation is accurate definition of innovation. This problem is common among all innovation definitions and it is general that innovation is something new. Definitions also change regarding point of views and academic application. Justice concepts can be used to explain why employees judged some authorities as more trustworthy than others (Colquitt, Lepine and Wesson, 2010, 121).

Justice is an important stimulant for employees and when an individual feels injustice his morale decreases. When people feel that they are treated without fairness in organization their obligations decrease, their performance reduces and it is likely that their contribution in work decreases. In evaluating organizational justice trust and change management (Sanders & Thornhill, 2003), trust in college and mentor (Hoy & Tarter, 2004) and finding identity were considered. Employees can judge the fairness of an authority's decision making along four dimensions: distributive justice, procedural justice, interpersonal justice, informational justice. Distributive justice reflects the perceived fairness of decision making outcomes. Procedural justice reflects the perceived fairness of decision making processes. Interpersonal justice reflects the perceived fairness of the treatment received by employees from authorities (see table 1).

Table 1- The four dimension of justice Dimension of justice

| <i>Dimension of justice</i> | <i>Description</i> |
|-----------------------------|---|
| Distributive Justice Rules | <i>Equity vs. Equality vs. need:</i> Are rewards allocated according the proper norm? |
| Procedural Justice Rules | <i>Voice:</i> Do employees get to provide input in to procedures? <i>Correct ability:</i> Do procedures build in mechanism for appeals? <i>Consistency:</i> Are procedures consistent across people and time? <i>Bias suppression:</i> Are procedures neutral and un biased? <i>Representativeness:</i> Do procedures consider the needs of all groups? <i>Accuracy:</i> Are procedures based on accurate information? |
| Interpersonal Justice Rules | <i>Respect:</i> Do authorities treat employees with sincerity? <i>Propriety:</i> Do authorities refrain from improper remarks? |

Sometimes employees go the extra mile by actually engaging in behaviors that are not within their job description—and thus that do not fall under the broad heading of task performance. This situation brings us to the typical category of job performance, called citizenship behavior. Citizenship behavior is defined as voluntary employee activities that may or may not be rewarded but that contribute to the organization by improving the overall quality of the setting in which work takes place (Vazifeh Damirchi et al, 2013). Informational justice "focuses on explanations provided to people that convey information about why procedures were used in a certain way or why outcomes were distributed in a certain fashion" (Colquitt et al, p. 427).

Molahosseini (2006) in his study "the study of relationship between self-management skills and employees' invocation in Kerman organizations" concluded that innovation and

supervision in organization have positive effects on self-management. Income and holding post are strongly dependent on innovative behavior in job. Results of this research indicates that if organizations want to increase innovation among their employees they must give importance to presence of individuals with self-management skills because these people are very successful in meeting expectations and needs related to innovation.

Sarvghad et.al (2010) in their research "the study of relationship between empowering, self-efficacy and job performance in Education Office employees in Marvdasht and Froudzan" concluded that data analysis showed that there is positive and significant relationship between empowering and job performance. There is also positive and significant relationship between job performance and self-efficacy. There is significant relationship among some items of these three variables. Demographic variables have not significant relationship and difference with job performance. In sum, we can say that empowering and self-efficacy are job performance predictors.

Various types of innovation are discussed by various writers. These studies are innovations in inputs, outputs and process. For example, Schumpeter (1934) places innovations in new products or services, developing new production methods, identifying markets, discovering new supply resources and new organizational forms. Miller and Frisian (1983) point to 4 dimensions product or service, production or service methods, risk-taking in administrative planning and searching new and unusual ways. Capon et.al (1992) define three dimensions of organizational innovation as being innovator in market, strategies and technologic skills (Crespell & Hanssen, 2007; Hovgard & Hansen, 2004; Knowels et.al, 2007). But generally authors concern with innovation in three forms products, processes or new business systems (Crespell & Hansen, 2007). Therefore, being innovative is defined as organization's tendency and ability for adapting or developing innovation in product, service, process or business system.

Yilmaz and Tasdan (2009) in their study "organizational justice and organizational citizenship behavior in elementary schools in Turkey" showed that teachers positive perception from organizational justice have organizational citizenship behavior. Experience, gender and education were effective in teachers' organizational citizenship behavior. Only experience influenced their perception from organizational justice and gender and education had no effects. There was positive relationship between organizational justice and organizational citizenship behavior.

Klendauer and Diller (2009) conducted a study titled "organizational justice and management obligation in merging businesses". Results showed that although fairness has positive relationship with effective obligations only organizational justice had unique relationship with it. Results indicate that instrument assessments and reliability could act as moderating variables.

Considering these subjects purpose of this article is answering this question: Is inferential organizational justice influences employees' innovative job behavior through self-efficacy?

2-Research Conceptual Model

Since these study aims to study employees' inferential organizational justice effect on their innovative behavior. Therefore, research theoretical frameworks are elaborated using literature review. We should say that this model is hypothetical and after evaluating relationships among variables, we will estimate coefficients and fit the model.

Fig 1: Research conceptual model



In order to measure inferential organizational justice Nihov and Moorman (1993) will be used which has expressed distributive, procedural and relational justices an organizational justice aspects. Innovative job behavior is measured by Johnson scale. In Johnson's 9 items scale 3 items point to idea development, 3 items point to idea promotion and 3 items to idea achievement? Items will result by using 7 points in score scale (Beatrice et.al, 2009).

3-Research Methodology

This is correlational descriptive-analytical study in which we are investigating effect of inferential organizational justice and innovative job behavior. Therefore, independent variable is employees' perception from organizational justice and dependent variable is innovative job behavior. Data are cross-sectional and quantitative. Standard questionnaires were used for gathering data. In order to determine validity and reliability the questionnaire was distributed among 30 employees. Findings showed that questionnaire is valid (0.855). Asghrnejad et.al (2006) had implemented this scale on 344 graduate students in Shahid Beheshti University. They used factor analysis and criteria validity (0.0001) which both had high validity (Khushkalam, 2010). Descriptive statistics (frequency, percent, mean and standard deviation) were used for summing data and inferential statistics was used to study relationships between variables including Pearson correlation coefficient, multiple regression modeling. Statistical population was all Social Security Organization employees in Ardabil (500) and sample was 217. Simple random sampling was used for selecting research samples.

4-Results

Main hypotheses1: inferential organizational justice has an impact on innovative job behavior.

Main Hypotheses is expressed statistically as below:

H0: inferential organizational justice has not an impact on innovative job behavior.

H1: inferential organizational justice has an impact on innovative job behavior.

Table 2: results of path analysis related to first hypothesis

| Path direction | Parameter estimation | Standard error | T | Sig |
|---|----------------------|----------------|------|-------|
| Effect of organizational justice on innovative behavior | 0.241 | 0.084 | 6.24 | 0.004 |

Considering above table we can say that organizational justice effect on innovative job behavior is T=6.247 and it is significant in P<0.05. Parameter value was 0.241 which shows positive effect of organizational behavior on innovative job behavior. So null hypothesis rejected and statistical hypothesis confirmed.

First sub-hypothesis: inferential distributive justice has an impact on innovative job behavior.

First sub-hypothesis is statistically expressed as below:

H0: inferential distributive justice has not an impact on innovative job behavior.

H1: inferential distributive justice has an impact on innovative job behavior.

Table 3: results of path analysis test related to second hypothesis

| Path directing | Parameter estimation | Standard error | T | Sig |
|---|----------------------|----------------|-------|-------|
| Effect of distributive justice on innovative job behavior | 0.214 | 0.074 | 5.941 | 0.000 |

Considering above table we can say that distributive justice effect on innovative job behavior is $T=5.941$ and it is significant in $P<0.05$. Parameter value was 0.214 which shows positive effect of distributive justice on innovative job behavior. So null hypothesis rejected and statistical hypothesis confirmed.

Second sub-hypothesis: inferential Informational Justice has an impact innovative job behavior.

Second hypothesis is statistically expressed as below:

H0: inferential Informational Justice has not an impact innovative job behavior.

H1: inferential Informational Justice has an impact innovative job behavior.

Table 4: results of path analysis test related to second hypothesis

| Path directing | Parameter estimation | Standard error | T | Sig |
|--|----------------------|----------------|-------|-------|
| Effect of Informational justice on innovative job behavior | 0.257 | 0.678 | 6.358 | 0.003 |

Considering above table we can say that Informational justice effect on innovative job behavior is $T=6.358$ and it is significant in $P<0.05$. Parameter value was 0.257 which shows positive effect of Informational justice on innovative job behavior. So null hypothesis rejected and statistical hypothesis confirmed.

Third sub-hypothesis: inferential Interactional Justice has an impact innovative job behavior.

Third sub-hypothesis is statistically expressed as below:

H0: inferential Interactional Justice has not an impact innovative job behavior.

H1: inferential Interactional Justice has an impact innovative job behavior.

Table 5: results of path analysis test related to second hypothesis

| Path directing | Parameter estimation | Standard error | T | Sig |
|--|----------------------|----------------|-------|-------|
| Effect of Interactional justice on innovative job behavior | 0.271 | 0.874 | 7.954 | 0.000 |

Considering above table we can say that Interactional justice effect on innovative job behavior is $T=7.954$ and it is significant in $P<0.05$. Parameter value was 0.271 which shows positive effect of Interactional justice on innovative job behavior. So null hypothesis rejected and statistical hypothesis confirmed.

Forth sub-hypothesis: inferential Procedural Justice has an impact innovative job behavior.

Forth sub-hypothesis is statistically expressed as below:

H0: inferential Procedural Justice has not an impact innovative job behavior.

H1: inferential Procedural Justice has an impact innovative job behavior.

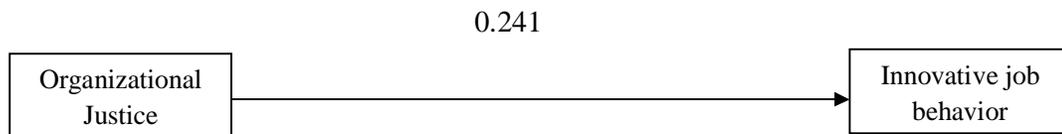
Table 6: results of path analysis test related to second hypothesis

| Path directing | Parameter estimation | Standard error | T | Sig |
|---|----------------------|----------------|-------|-------|
| Effect of Procedural justice on innovative job behavior | 0.245 | 0.541 | 5.213 | 0.001 |

Considering above table we can say that Procedural justice effect on innovative job behavior is $T=5.213$ and it is significant in $P<0.05$. Parameter value was 0.245 which shows positive effect of Procedural justice on innovative job behavior. So null hypothesis rejected and statistical hypothesis confirmed.

Based on hypothesis and coefficients total model is as below:

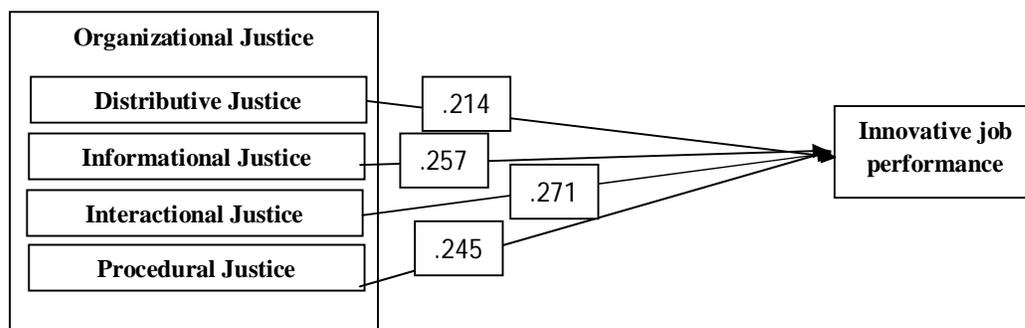
Fig 2: effect of organizational justice on innovative job behavior



Main hypothesis2: inferential organizational justice has an impact innovative job behavior

In order to investigate this hypothesis we first calculate organizational justice (indirect) effect on innovative job behavior. Then we compare it with direct organization justice effect on innovative behavior. Direct organizational justice effect on innovative job behavior is 0.241. As we can see indirect organizational justice effect on innovative job performance is higher; therefore its effect on innovative job behavior is more than direct one. Therefore, we can confirm hypothesis.

Fig 3: independent variables effect on dependent variable



In above diagram direct and indirect effect of organizational justice items on innovative job behavior are estimated. Based on results we can say that direct effect of distributive justice on innovative job behavior (0.214). Direct effect of information justice is 0.257. Relational justice is 0.271 which has direct effect on innovative job performance but it has not indirect effect on job behavior.

5-Conclusion and Suggestions

Results of hypotheses testing showed that all seven hypotheses are confirmed. First main hypothesis is confirmed in $P < 0.05$ and effect coefficient 0.241 which shows positive effect of organizational behavior on innovative job behavior. First sub-hypothesis significance level is (0.000) with 0.214 which shows positive effect of distributive justice effect on innovative job behavior. Second sub-hypothesis significance level is 0.001 and 0.245 shows positive effect of procedural justice on innovative job behavior. About third hypothesis we can say that because significance level is lower than standard and effect factor was 0.257, information justice has positive effect on innovative job behavior. Forth hypothesis deals with influence of inferential relational justice with significance 0.000 and parameter value 0.271 which shows positive

Second main hypothesis which is main hypothesis was confirmed. In other words, inferential organizational justice influences innovative job behavior. In order to test this hypothesis first we measured total effect of organizational justice on innovative job behavior, then we compared it with direct effect. Results are as below:

Direct effect of organizational behavior on job behavior is 0.241 but indirect effect is $0.495 * 0.587 = 0.290$.

As we can see indirect effect of organizational behavior on employees' innovative behavior is higher; therefore. So we can confirm this hypothesis.

Mc Farlin and Sweeny (1993) found that distributive justice predicts individual assessments (for example, satisfaction with wage and salary), while procedural justice influences organizational level.

Suggestions based on research results are as below:

- Managers be fairer in distributing rewards and equipments between employees and hold workshops about manner of vaying rewards and compensation.
- Exerting procedural justice by managers is an important factor in increasing employees' innovation level.
- It is advised that managers enforce employees' satisfaction with polite encountering because this increases ability.
- Information justice is one of other organizational justice items which must be considered by managers.

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