

## Examining the Relationship between Distributive Justice and Performance of Employees

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### ABSTRACT

The present article reviews the relationship between distributive justice and performance of employees. This descriptive study is the relationship between distributive justice and employee performance has been studied. Statistical community was 179 employees Damloran Pharmaceutical Company in Broujerd. Total sample of 123 subjects were employees and 33 managers. Sampling method was stratified random and data were collected by two questionnaires that their validity was estimated using Cronbach validation. Data were analyzed using correlation test, Kolmogorov Smirnov test and binomial test. Data were analyzed using correlation test, Kolmogorov Smirnov test was binomial. The results showed that employees' performance and the relationship between distributive justice and significant correlation was observed, whatever the distributive justice rises, workers will not increase performance.

**KEYWORDS:** distributive justice, performance, effectiveness, efficiency

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### INTRODUCTION

In today's changing world in which organizations with the power to the fullest each round, a large part of the energy is spent on it's to employee attention. It is seen that people stay inside the main competition at this stage are and their productivity and the movement of the main organizations.

Organizations have been created primarily in order to achieve goals and success rates in relation to organizational goals with performance workforce is working in organizations. Therefore, evaluation of staff performance in human resource management was an important position. In addition, the organizational perspective, evaluate performance, and a legal imperative for any organization. Every individual in an organization for career advancement and achievement of targets requires knowledge of its position. This is the knowledge that he is aware of the strengths and weaknesses of their behavior and performance and make necessary arrangements for more effective efforts be used. Organizations require their employees to recognize performance based on the human condition and thereby improve their production volume and ramp its educational services and to create positive change in their movements. (Rafie,2007,120) Considering the continuity of life and social organization and social institution of any system depends on a strong link between the elements forming it. This link is under the influence of justice in the system. Justice of the most important issues and concerns human and thinkers of various sciences. The concept of justice is wide and each department has its own special application in human life, personal life, ranging from complex social institutions, especially the administrative system is considered. Justice system, social life and gives continuity to the social elements together provide a coherent, whereas injustice and the destruction they cause separation provides. In a Justice system, Managers are required to behave that way with people's dignity and honor not to hurt any individual, they will always be treated with humanitarian and justice in the distribution of resources and facilities, and administrative and organizational procedures to maintain. (Alvani&Pourezat,2009,1) The field studies showed that Justice may be useful for explaining the behavior of human resources for workers who know better decisions fairly compensated for their efforts show. Therefore fairness of behavior, speech and manners of the methods of distribution of resources and rewards of directors, effective staff performance will be better. According to research in these areas is already known that three kinds of justice in the workplace include: distributive justice, procedural justice, and justice, distributive justice in this study, indicating that the perception of justice in the distribution and allocation of resources and reward. In other words, so that people know the rewards associated with performance, are discussed.

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## THE RESEARCH LITERATURE

Distributive Justice: About forty years ago, Jay Stacy Adams equity theory presented in this thesis showed that people want to do in return; they receive a fair reward for other colleagues to benefit from the rewards of work. According to equity theory, Adams is achieved when employees feel that the inputs (efforts) to outputs (rewards) in the same ratio is equal to colleagues. (Hosainzadeh&Naseri,2008,7) Perceived fairness of the outcome and consequences that individuals receive. (Lambert,2003,160) Distributive justice as fairness in different occupational outcomes such as income level, job applications and job responsibilities refers. (Shekarshakan&Anami,2004,58)

Derived from the theory of distributive justice, equality Adams, the perceived fairness of outcomes and explored as a potential important applications in the fields of organization, is considered. Should be noted that distributive justice is not just limited to the fairness of payments, but also a broad set of organizational outcomes, such as upgrades, rewards, punishment, work programs, benefits and performance evaluation encompasses. (Amirkhani& Pourezat,2008,22) The basic premise is that the distribution of resources primarily on the perception of distributive justice, fairness, trust, commitment and organizational impact. Serve justice or compensation based on merit, is considered equivalent. Distributive justice is an important predictor of personal outcomes such as pay and job satisfaction and organizational outcomes such as organizational commitment and supervisory assessment of the pad. Reverse distributive injustice occurs when people are expecting a reward that others may receive the fact of rewards such as new job, new responsibilities, power, rewards, promotion. (Konvsky & Cropanzano, 1993) If an outcome is unfair perception, discrimination and injustice of these personal feelings such as anger, or guilt of pride and satisfaction and recognition, such as switching inputs and outputs such as yield and composition of their behavior with others and also affects the organization and ultimately behavior (such as performance or turnover) affects. (Hosainzadeh&Naseri,2008,8) Lontal (1967) distributive justice from the perspective of people who do the assignment is discussed. The fair judgment Lontal, active attitude towards equality theory considers. In the discussion of distributive justice, the principle of exchange is taken into account, the people have as to what his organization and the community in exchange for receiving what they see. While a fair judgment based on Lontal, judgments about people based on the principle of justice is not only unfair, but the principle of equality and the rule of necessity plays an important role in these judgments. Generally, such expression can be distributive justice: distributive justice reflects a person's perception of justice in the distribution and allocation of resources and rewards.

In other words, so that people know the rewards associated with a function, called distributive justice. The overall fairness of the results are evaluated with respect to a reference standard. That people are not always based on a. Therefore, allocation can be judged against the results of the allocation of certain rules. Special attention to distributive justice is the rule:

- 1 - Required: The required person has received the highest compensation;
- 2 - Equality: Every social group has received the same result;
- 3 - Justice and fairness: fair compensation should be based on the share of each individual. (Rezaian,2005,43)

### **Levels of distributive justice can be divided into two categories:**

A) Distributive justice relationship, this aspect of distributive justice, distributive justice perceptions indicate that this issue could take the form of group relations. Concern about long-term interests, trust, honesty and lack of prejudice to the interests of the Directors may be silent, but his priority concerns about the group (including formal and informal groups) that are more important in relation to compatibility with the organizational approaches.

B) distributive justice friendship:

In this aspect of distributive justice by maximizing their resources based on justice, seeking to pursue their personal interests are in organization, in order to want to exert the most control over the consequences have to perception of distributive justice. This can be especially luxurious equipment such as personal interests, special rooms, special secretary and a sufficient salary in cash and cash rewards as their perceptions of distributive justice in the criteria considered. (Gudarzi,2008,54)

Performance; Stability in competition today typically requires that the system performance in terms of their effectiveness and efficiency of the organization's programs, processes and their human resources are assessed. Efficient organizations do not suffice to collect and analyze data, but data from these missions and strategies for improving the organization and use. In other words, rather than performance pay to performance management. Performance evaluation system is one of the most important human resource systems, obviously, employee performance evaluation process is very important and the most critical issues facing leaders in organizations (Soltani, 2006). The purpose of performance evaluation and performance measurement is the process by which an employee's behavior through measuring and comparing them with preset evaluation criteria; it will record the results and bringing them to the organization's staff. A performance evaluation systems, processes and organizational activities related to the topic includes performance evaluation (Griffin, 2001, 479). One of the known definitions of human resource management books performance

evaluation or evaluation of personnel performing the work process is as follows: "Performance Evaluation is a systematic and regular assessment of individuals in connection with performing the duties entrusted to them in jobs and determines their potential for growth and improvement" (Mirspasy, 2009, 245).

**Effectiveness;** For definition of effectiveness cannot be equal offered. The first view was that the effectiveness of the 1950s was very simple. Effectiveness as the degree or extent to which an organization reaches its goals was defined (Robinz, 1998, 18). In discussing the effectiveness should be noted that organizational goals are linked together perfectly. In fact, we see that the effectiveness of achieving desired. Thus, the first cue familiarity with the organization and it is necessary to determine the purpose and methods (Najafbygi, 2000,73-74).

**Efficiency;** in assessing the effectiveness and overall agency performance evaluation is necessary in addition to the criteria related to performance of the organization be noted (Najafbygi, 2000, 83). Views of Peter Drucker, the efficiency of tasks more efficiently or appropriately qualified. Efficiency is the ratio of useful output to the input unit or in terms of unit cost of production or service (Mirspasy,2009).

**Purposes of performance evaluation;** the primary goals of performance evaluation, employee expectations clear, documented employee performance, employee development and training, competency and the relationship between pay, supervision of the labor force is improving

(Fink & Laurence, 1998, 243). The purpose of performance evaluation to ensure the educational needs of human resources and provide practical guidance about their jobs and the progress of individuals in the organization. Performance Evaluation of a useful tool for diagnosis of rising stars, directors and their nuclear have problem broken or dried individuals in the organization (Rangriz & Azimi, 2006, 178).

**Objectives;** Considering the present study to investigate the relationship between distributive justice and employee performance is discussed and the main study the relationship between distributive justice and employees' performance is in the form of pharmaceutical Damloran Broujerd city under the sub-goals are:

1. Identify the status of distributive justice in the pharmaceutical Damloran.
2. Identify the performance levels of employees in the pharmaceutical Damloran.
3. Identify the relationship between distributive justice and effectiveness of employees in the pharmaceutical Damloran.
4. Identify the relationship between distributive justice and efficiency in pharmaceutical workers Damloran.

**Conceptual model;** in this study, distributive justice variables as independent variables and employee performance variables as dependent variables were considered.

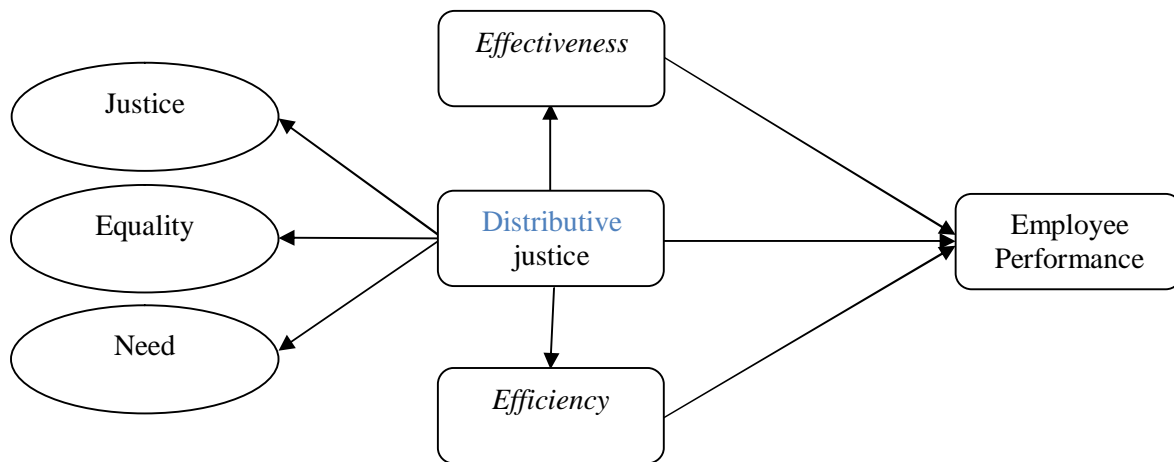


Figure 1: The proposed research model

**Research hypotheses;** According to The arguments about the role of justice and considering the importance of employee performance for organizations in this study was to evaluate the following hypotheses.

#### Main hypothesis

There are significant relationships between distributive justice and employees' performance in Pharmaceutical Company Damloran.

#### Sub hypotheses

1. There are significant relationships between distributive justice and employees' efficiency in Pharmaceutical Company Damloran.
2. There are significant relationships between distributive justice and employees' Effectiveness

in Pharmaceutical Company Damloran.

Also in this study education levels and work experience as a moderator variable were considered.

### Research questions

- 1 - Whether there is significant differences between education levels and efficiency?
- 2 - Whether there is significant differences between education levels and effectiveness?
- 3 - Whether there is significant difference between work experience and efficiency?
- 4 - Whether there is significant differences between the work experience and effectiveness?

## RESEARCH METHOD

The present purpose of this study is applied, Methods terms of data collection, descriptive and terms of type, is a Double Variable correlation analysis. The research is applied, because the results for different groups use planners and managers and descriptive because without the manipulation of variables and their components is done. Required to collect information on library research, field method were used. Statistical community consisted of 179 employees of Broujerd pharmaceutical Damloran Razak. Damloran Company was established in 1369 in the city Broujerd. The company philosophy is to produce drugs for animal and poultry to 82 in synergy with the broadcasting company producing animal drugs under the Pharmaceutical Company Damloran Razak merge and become one of the largest companies in the production of veterinary drugs in the country. The company's is formed four production sectors (75), Engineering (23), office (19 people) and the organization and support (62). In conclusion, using the formula of the limited sampling, sample number 123 employees and 33 managers were interviewed. In this study, stratified random sampling was used and the appropriate personnel in each section were randomly selected. Questionnaire as the main tool to measure, the two general questions and specific questions that would form in the public sector, gender, age, education level, work experience and organizational individuals were identified.

The second part of the questionnaire consists of questions of distributive justice and employees performance. It is a measure of distributive justice standard questionnaire was used Niehoff & Moorman. Internal validity (Cronbach's alpha method) for distributive justice questions, 78 percent. The questionnaire for the employees performance by referring to various Web sites and related topics are studied with the theses that were selected from among a number of questions related with the subject, were exposed to edit and modify.

As mentioned measure of distributive justice and Niehoff & Moorman questionnaire was used. Although this questionnaire is to increase the reliability and validity of its feet and validity were assessed. For test the validity of the content validity of the questionnaire is used. Questionnaires in order to provide professionals, university professors and experts located and their validity was confirmed and was ensured that the questionnaire, the researchers measures same expected property. To determine the reliability of the questionnaires, 30 questionnaires (20 questionnaires related to employees and 10 managers questionnaire) were collected in the population and distribution. Questions related to distributive justice, alpha coefficient equal to 0.960 and this coefficient in question related to employee performance equal to 0.911, which indicates the instrument is appropriate validity.

These questions were designed using a Likert scale range 5. According to the study to examine the relationship between distributive justice and employee performance are explored, the questions related to each of the components were extracted from the questionnaire and the average was taken of them, then in order to analyze the obtained data, the test Kolmogorov - Smirnov, to determine normal distribution of variables, the correlation analysis to examine the relationship between variables and the binomial test to determine the value and validity of the study community was used.

## RESEARCH FINDINGS

Kolmogorov Smirnov test (for normality)

For the measured data in terms of Kolmogorov and Smirnov normality test was used. This test confirmed that all dimensions the study (total dimensions) and data was collected through questionnaires were obtained for those who are normally distributed, so tests can be associated with the use of gap data.

**Table 1. Results of normal distribution of data from two groups of employees and managers**

Variable	Performance (managers)		Distributive justice (employees)
	Efficiency	Effectiveness	
Z value	0.97	0.88	0.65

### Binomial test

Using this test value, significance, presence or absence of each of the dimensions of the study population was studied. So that can be claimed with each of the dimensions the samples studied to some extent there has been developed

by managers for their programs, but in somewhat less than the median of community intermediate community are not meaningful.

**Table 2. Results above the median value and validity community**

Variable			Performance (managers)		Distributive justice (employees)
			Efficiency	Effectiveness	
Descriptive	Less than the median	Frequency	21	16	78
		Percent	63.6	48.5	60.2
	Most of the Middle	Frequency	12	17	49
		Percent	36.4	51.5	39.8
The observed ratio	Less than the median		0.64	0.48	0.60
	Most of the Middle		0.36	0.52	0.40
The significance level			0.16	1	0.03

### Research hypothesis

$H_0$ : There is not significant relationships between distributive justice and employees' performance.

$H_1$ : There is significant relationships between distributive justice and employees' performance.

For investigate the relationship between distributive justice and employee performance, Spearman correlation test was used. The results of this theory are given in Table 3.

**Table 3. investigate the relationship between distributive justice and employee performance**

Variable	Correlation value	Significant level
distributive justice	-0.9	0.59
Employees performance		

According to calculated correlation Value -0.9 and Significant level from 0.59, can be inferred that these two variables between distributive justice and employees' performance and a significant positive relationship exists. Accordingly, we confirm the null hypothesis can be concluded that there is not significant relationships between distributive justice and employees' performance.

*There is significant relationships between distributive justice and employees' efficiency.*

For investigate the relationship between distributive justice and employee Efficiency, Spearman correlation test was used. The results of this hypothesis are given in Table 4.

**Table 4. investigate the relationship between distributive justice and employee Efficiency**

Variable	Correlation value	Significant level
distributive justice	-0.021	0.81
Efficiency		

According to calculated correlation Value -0.021 and Significant level from 0.81, can be inferred that these two variables between distributive justice and employees' Efficiency and a significant positive relationship exists. Accordingly, we confirm the null hypothesis can be concluded that there is not significant relationships between distributive justice and employees' efficiency.

*There is significant relationships between distributive justice and employees Effectiveness.*

For investigate the relationship between distributive justice and employee Effectiveness, Spearman correlation test was used. The results of this hypothesis are given in Table 5.

**Table 5. investigate the relationship between distributive justice and employee Effectiveness**

Variable	Correlation value	Significant level
distributive justice	-0.036	0.69
Effectiveness		

According to calculated correlation Value -0.036 and Significant level from 0.69, can be inferred that these two variables between distributive justice and employees' Effectiveness and a significant positive relationship exists. Accordingly, we confirm the null hypothesis can be concluded that there are significant relationships between distributive justice and employees Effectiveness.

### Research questions

First question: There is significant differences between different levels of education levels Terms of efficiency.

**Table 6. Difference evaluation between different levels of education Terms of efficiency**

Education	Mean Rankings	Chi-square value	Significant level
BA	17	1.29	0.73
Diploma	8		
Advanced Diploma	6		
MA	2		
Ph.D	2		

The mean efficiency Evaluation of ranking test subjects show according to the qualifications that BA have highest efficiency and doctorate degree is lowest efficiency. Considering both the observed Chi-square value 1.29 and achieved a significant level of 0.73, we can conclude that there are not significant differences between different levels of education levels Terms of efficiency.

*Second question: there is significant differences between different levels education levels Terms of effectiveness.*

**Table 7. Difference evaluation between different levels of education Terms of effectiveness**

Education	Mean Rankings	Chi-square value	Significant level
BA	19.83	3.37	0.34
Diploma	18.47		
Advanced Diploma	13.94		
MA	9.45		
PhD	8.25		

The mean efficiency Evaluation of ranking test subjects show according to the qualifications that Advanced Diploma has highest effectiveness and doctorate degree is lowest effectiveness. Considering both the observed Chi-square value 3.37 and achieved a significant level of 0.34, we can conclude that there are not significant differences between different levels education levels Terms of effectiveness.

*Third question: There is significant difference between work experience Terms of efficiency.*

**Table 8. Difference evaluation between work experience Terms of efficiency**

Education	Mean Rankings	Chi-square value	Significant level
2 to 5 years	22.1	4.64	0.46
10 to 13 years	18.4		
21 older	17.8		
6 to 9 years	15.56		
14 to 17 years	15		
18 to 21 years	1.5		

The mean efficiency Evaluation of ranking test subjects show according to the qualifications that Persons with work experience of 2 to 5 years, has the highest efficiency and Persons with 18 to 21 years of work experience has lowest efficiency. Considering both the observed Chi-square value 4.64 and achieved a significant level of 0.46, we can conclude that there are no significant difference between work experience Terms of efficiency.

*Fourth question: There is significant differences between the work experience Terms of effectiveness.*

**Table 9. Difference evaluation between work experience Terms of effectiveness**

Education	Mean Rankings	Chi-square value	Significant level
2 to 5 years	26.6	7.82	0.17
10 to 13 years	17.8		
21 older	15.56		
6 to 9 years	15.25		
14 to 17 years	14.9		
18 to 21 years	3		

The mean effectiveness Evaluation of ranking test subjects show according to the qualifications that Persons with work experience of 2 to 5 years, has the highest efficiency and Persons with 18 to 21 years of work experience has lowest efficiency. Considering both the observed Chi-square value 7.82 and achieved a significant level of 0.17, we can conclude that there is no significant difference between work experience Terms of effectiveness.

## Conclusion

According to the results presented in the Results section, distributive justice, there is no significant positive relationship with employee performance, the research hypotheses are rejected. Fln and colleagues in their study have concluded that distributive justice and interactional justice independently and significantly affect motivation. The distributive justice and interactional justice are positively associated with job performance. His research found that such Macnal and Trsvn justice and employee performance largely relate to each other.

Most research in organizational studies in the three procedural justice, distributive justice and interactive examined the distribution of the present study is similar, but what is more noteworthy is that of distributive justice in society, the board had not properly, it may in the long term results for organizations seeking to be pleasant, so that more than thirty years of research on the topic of justice in organizations shows that people are extremely sensitive towards justice in the allocation of resources. When employees in the organization feel that their behavior is unfair, both in terms of emotional tendencies and practices in behavior (increased turnover and reduced conditioned behaviors and bad practice) respond. (Ambrose & Maureen, 2002) Studies suggest that people's judgments of justice on employee attitudes and legitimacy of authority in the organization are effective. Also, when people feel that will have consequences and unfair resource allocation, performance may be weaker. Conditioned behavior in organizations failed, there is less likelihood that the decisions of the people to obey authority and protest behaviors show more. (Lind et al, 1998) Baron and Greenberg believe that when people feel that their organizations are treated as unfair, aggressive and dangerous behaviors increases. The perceived lack of justice in the workplace is one of the most important factors affecting the incidence of aggressive behavior. (Greenberg & Baron, 2002) While such behavior is probably a better performance of employees in organizations making flawed. All of these organizations in general and pharmaceutical companies Damloran - Hops in particular must make good faith efforts to strengthen justice in the distribution of outcomes and allocation of resources and rewards to operate. Today the employees organizations need to effectively and efficiently to their targets in order to achieve comprehensive development and overall organizational effectiveness and efficiency to the efficiency and effectiveness of human resources managers and especially the organization depends. Consideration that this study can be completed with regard to different aspects of organizational justice. Thus, the factors to be investigated and where possible reduction of justice and equity for development results in better performance of staff is an organizational effort.

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