

The Relationship between Organizational Climate and Organizational Justice and Mental Health of the Staff in Shahidbeheshti University of Medical Sciences

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ABSTRACT

This study was conducted aiming to examine the relationship between organizational climate and organizational justice with mental health of the employees of Shahid Beheshti University of Medical Sciences. The population of this study comprises all employees (except the faculty members) of Shahid Beheshti University of Medical Sciences to be 350 people. The study sample consisted of 190 employees of Shahid Beheshti University of Medical Sciences, which is selected in random sampling method. This study is descriptive correlational. To evaluate the variables, the questionnaire of organizational justice by Neihuf and Moorman with the reliability coefficient of 0.68, and the questionnaire of organizational climate by Halpin and Craft (OCDQ) with a reliability coefficient of 0.72 and Goldberg's General Health Questionnaire (GHQ) with the reliability coefficient of 0.88 was used. Pearson's correlation coefficient was used to analyze the data. The results indicate that there is a relationship between organizational justice and organizational climate, but there is no relationship between organizational climate and organizational justice with mental health. Another point is that there is a relationship between organizational justice and gender, whereas there is no relationship between organizational climate and mental health with gender of the employees. Results of regression analysis revealed that none of the variables of organizational justice and organizational climate was able to predict mental health.

KEY WORDS: organizational justice, organizational climate, mental health, gender.

INTRODUCTION

Human resources are the most valuable resource for organizations. In management according to Islamic values individual performance is not the only issue to care about but the spiritual development of the individuals in the organization is also important (Sabeti, 2000). Culture or characteristics, which allow us to differentiate one organization from the other is the organizational climate (Shirazi, 1994, quoted in Alavi and Jahandari, 2002). The specific internal traits that distinguish an organization from the other organizations and affect the behavior of individuals, is called the organizational climate. Truly, the climate of an organization can be considered as the identity of the organization (Shirkvand, 2001). The important aspect of the organizational behavior which is drawn to ultra-cultural research too, is the organizational justice (focusing on outcomes and organizational performance and reward and punishment) and it is a useful method that creates a fair relationship between the worker and the organization in any part of the world (R. Pilliiai, Williams Tan, 2001, quoted in Rezaee, 2007). Mental health in the working environment means resistance against the emergence of mental and behavioral disorders due to staff pathogens in the environment. Therefore optimizing is done to increase the mental health in the work environment (Saatchi, 1990, as quoted by Fatehi, 2001).

According to the evidences many employees in their workplace complain about injustice and discrimination. In governmental organizations of Iran including Shahid Beheshti University, the organization faces a lot of problems with human resources. Injustices can cause irreparable damages to the organization such as dismissal of the experienced employees or employees with high performance, frequent absences, job dissatisfaction, and lack of commitment to the organization and ultimately low efficiency of the organization. On one hand the management can create proper atmosphere to increase the level of culture and organizational interactions so that can enhance the mental health of employees and lead to job satisfaction and this can affect the efficiency of the organization. Mental health itself is an important factor in creating social interaction. Fatigue, tension, low efficiency, indifference to the purposes of the organization and low work are factors that can be the result of negative atmosphere of the organization.

Medical School of Shahid Beheshti University is not an exception and has such challenges too. This study aims to see whether the organizational climate and organizational injustice is related with mental health of the

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employees of Shahid Beheshti University? Can someone with knowledge of this impact, consider human dignity while increasing the productivity and efficiency of medical staff? Is injustice and organizational climate relevant with the employee's health, or vice versa?

The objective of this study is to investigate the relationship between organizational climate and organizational justice and mental health among the employees of Shahid Beheshti Medical University.

Organizational justice is a term used to describe the role of justice that is directly related to career success. Organizational justice explains that in what way we should treat the employees so that they feel they have been treated fairly (Moorman, 1991). Organizational justice includes three areas that include:

A- Distributive Justice: This variable refers to the fairness of different career outcomes including level of income, career planning and job responsibilities (Moorman, 1991).

B- Procedural justice: refers to the fairness of the procedures used to determine the career outcomes (Grinberg, 2003).

C- Interactional justice: refers to a fair deal which an employee receives in almost all the approved formal methods (R.J. Bies & J.F. Miag, 1986, quoted in Naami, Shokrkon, 2006).

Effective factors in Organizational Justice

A) Rewarding systems in organizations: No substantive and effective action can be done to determine the effectiveness of financial incentives and evaluating organizational jobs, unless the various organizational jobs have been analyzed through a scientific method (Saatchi, 2003, 8).

B) People's expectations of justice: According to Folger and Greenberg (1985), there are two approaches in conceptualizing regulations. One emphasizes on the role of people in the process. And the other emphasizes on the structural components of the process (Mahdad, 2005, 326).

C) Seniority in organizations: Rozbelt et al (1995) have argued that seniority is a type of equality law. Therefore, justice is an interaction that mediates between the authorities' performance and the individual values (Fisher and Smith, 2004).

D) Gender: Several studies on the differences between men and women about justice have indicated that men are more attentive on the effects and the results of justice, whereas women are more attentive on the process of justice (Katlen and Nowakowski, 2005). Research by Hckermeier et al. (2005) also suggests that gender and justice are interrelated.

E) Power distance: People with less power than the directors and officials, have less confidence. Hence, this issue has caused people to be sensitive and react against the violation of distributive justice (Katlen and Nowakowski, 2005).

Organizational climate:

In daily conversations in organizations and agencies as well, the compounds of healthy atmosphere, turbulent atmosphere, tense atmosphere and ... are frequently used (Jamshidian, KhoshAkhlaq and Qyasiyan, 1997). Organizational climate is a common sense of the way of understanding the members, their role in the organization and their feeling about the organization (Peterson, 1992, quoted in Qaseminezhad and Siyadat, 2004).

Halpin and Krant (1968) in an extensive study of primary schools in America identified six types of organizational climate. 1 -open climate, 2 - autonomous climate, 3 - inhibited climate, 4 - fatherly climate, 5 – familiar climate, 6 – closed climate (Halpin and Kraft, 1968, quoted in Matin, 2002).

Factors affecting organizational climate

In many studies, the factors influencing organizational climate are expressed in various forms, including: leadership style and job satisfaction (AslanKhani, 1996; Fahimiyan and Martines, 1994), job attitudes (Talebpour, 2001), personality traits and education (Kunani, 1996), and conflict (Mack Danel, 1993, Mozdarani, 2000, quoted by Nouraie et al, 2006).

Among the most important factors we can refer to the followings: 1 - Spirit, 2-personality, 3-leadership, 4 - organizational structure, 5 - economic conditions, 6 - managerial values (Davis, 1987).

Mental Health:

Campbell¹ (1999) has defined mental health as the feeling of satisfaction and improvement and enough social adaptation with the accepted norms of any society (as quoted by Mohseni, 2006). A healthy individual beside compatibility has relative stability in terms of excitement, emotion and behavior and has a degree of moderation and enjoys his life or being with others (Fouladvan, 2002).

Prevention levels of mental health:

In 1964 Jerald Keplén decided to study mental health in three levels on the basis of the classification of the public health levels which was done by Hiyolival and Gurney Clark (1953) quoted in Kashef (2007), and these levels include: primary prevention, secondary prevention, tertiary prevention.

Health is a multidimensional issue. According to the definition of WHO, health has a physical, mental and social dimension. Health has other dimensions, including psychological, emotional, occupational and political dimensions.

Determinant factors of health

1 - Heredity, 2 - environment, 3 - lifestyle, 4 - socioeconomic status, 5 - family health and welfare services

Principles of mental health in the organization

Some of these principles include: 1 – self-respect, (2) understanding the causes of behavior, (3) behavior is a reflection of the integrity of an individual, 4- the primary requirement

Literature

Studies conducted in Iran

Fouladvand (2007), in a study entitled "Studying the relationship between organizational climate and mental health of the employees in public hospitals in Ilam city" concluded that there is a significant relationship between the organizational climate and mental health $\alpha = 0.05$.

Rezai (2007) conducted a study entitled "Studying the relationship between job satisfaction and organizational justice with the organizational climate among the employees of Dena Plastic Factory in Marvdasht". The results indicated that there is a relationship between job satisfaction and organizational justice with organizational climate.

In a study conducted by Danesh and Firoozbakht (2006) on "Stress and mental health, and organizational climate of the employees of control tower and employees of German airline office in Iran", it was determined that the employees of control tower have a closed climate and experience high levels of stress and have low mental health.

Mahdad and Boujariyan (2005) conducted a research entitled "Studying the relationship between organizational climate and organizational health" which reflected the relationship between organizational climate and organizational health.

Research conducted at the world

Lambert et al (2005) through the study entitled "Studying the relationship between organizational justice and organizational climate with the mental health of the employees of the social service agency in Ohio," found that distributive and procedural justice, are both important events for organizational climate and health.

Pasthuma and Campion (2005) in a study entitled "Studying the effect of organizational justice and organizational climate on the success in recruitment tests" indicated that procedural justice has a relationship with distributive justice and play a role in the creation of a suitable climate in the organizations.

Warner, Dinalou and Roman (2005) in a research entitled "Studying the relationship between organizational justice and organizational climate in all groups of employees", and through comparing several patterns in this relationship indicated that procedural justice is considered as a very important factor in organizational climate.

Professor Tepper, (2005) in a study entitled "A study of the relationship between organizational justice and mental health among the employees in America" found that respondents declared higher rates of mental fatigue, anxiety and depression while performing the lowest level of distributive and procedural justice. Research results of a Dutch scientist called Jensen, also supports these results among high rank managers of the public health organizations in New Zealand.

Conlon and Nowakovski (2005) have conducted different research in the field of "studying the difference between men and women about justice" that showed that men pay more attention to the effect and the result of justice, whereas women are more attentive to the procedure of justice.

Hackermier et al (2005) in a research entitled as "Studying the relationship of justice with gender in the employees of a governmental organization" also indicates that gender and justice are interrelated.

The population, sample size and sampling

The present research is a descriptive correlational study. The statistical population of this research includes all employees of Shahid Beheshti University of Medical Sciences, to be 350 individuals (133 males and 217 females) who were working in 2013. Statistical sample of the present research is the proportion of the sample size of the study population using Cochran formula, comprised of 190 individuals (67 males, 123 females)

employees of the Shahid Beheshti University of Medical Sciences who were selected through simple random sampling. Namely, the list of all the employees were requested from the administration, then using a table of random numbers, some of them were selected to be attended in the sample.

Measuring instruments:

In this study, the following questionnaire is used as a measuring instrument :

1. Organizational Justice Questionnaire: This questionnaire was built by Neyhof and Moorman (1993) and was prepared to be used in the Persian language by Shokrkon and Naamy (2001). The validity and reliability of the questionnaire in the last study were respectively equal to 0.68 and 0.63 using Cronbach's alpha. This questionnaire was re-examined by the researcher in 1392 and its alpha coefficients was calculated, which was resulted to be 0.66 in 21 samples.

2. Organizational climate questionnaire: this questionnaire was used in order to measure the questionnaire of organizational climate of Hallphin and Craft (1963). The questionnaire included 38 items that assessed the organizational climate. Three dimensions of support, authority and threat for the conduct of the principal and three dimensions of cooperativeness, friendliness and pretension to work are included for the staff.

Maximum score in organizational climate is 190 and the minimum score is 38. The validity coefficient of this questionnaire in the last study was 0.72 and the reliability using Cronbach's alpha was obtained to be 0.68. This questionnaire was re-examined by the researcher in 2013 and its Cronbach's coefficient was calculated to be equal to 0.91 in 38 cases.

3. General Health Questionnaire: This questionnaire has been made by Goldberg (1972). The overall reliability was 0.88 and the validity coefficients of the subtests has been reported to be 0.50 to 0.80 (James, 1995). Williams, Goldberg and Mary (1989), have reported the validity of this test as $\alpha = 0.05$, to be 80%. Attar and Yaqoubi in 1995, calculated the overall reliability to be 0.88 and the researcher calculated the reliability coefficient (Cronbach's alpha) in 2013 to be 0.86.

METHOD

In order to analyze the data in this research, descriptive statistics, including mean, standard deviation and inferential statistics such as Pearson's correlation coefficient were used. The prediction of the criterion variables were done by the regression. Meanwhile the significance level was considered to be $\alpha = 0.5$.

Descriptive Statistics

Frequency and percentage of female respondents (65.6) was higher than male respondents (34.4). The highest level of education were respectively related to high school and undergraduate levels that were 39.4 and 38.3 percent and only 1.1% of the sample include the PhD level of education. The highest frequency and percentage is for work experience of more than 10 years which makes 60% of the total sample in this study. The highest frequency and percentage is related to the age older than 40 years, which allocates 41.1% of the total sample in this study.

Testing the research hypotheses:

1. Testing the main hypotheses: there is a relationship between the organizational climate and organizational justice and mental health of the employees.

To specify multiple linear regression between the dependent variable and the independent variables of organizational justice, mental health, and organizational climate in this hypothesis we act as the following. Simple multiple regression analysis to test the above hypothesis includes a regression analysis to examine the linear relationship between the variables, which indicates no linear relationship between the variables because the value of sig (0.130) is greater than the significance level of 5%. Thus, the research hypothesis is rejected. Therefore, the organizational justice and organizational climate are not able to predict mental health. In other words, changes in the independent variables cannot predict the rate of change in the dependent variable.

2. Testing the first sub-hypothesis: There is a relationship between the dimensions of organizational justice and organizational climate.

To claim a correlation between organizational justice and organizational climate variables we examined the Pearson correlation coefficient.

The correlation analysis to test the hypothesis approves relationship between organizational justice and organizational climate. Therefore, the statistical hypothesis of H0 is rejected because of being lower Sig (0.000) than the significance level of 5% and this is the claim of the relationship between organizational justice and organizational climate.

3. The second sub-hypothesis: There is a relationship between organizational justice and mental health.

To claim a correlation between the two variables of organizational justice and mental health, we examined the Pearson correlation coefficient.

Results of Pearson correlation analysis showed that there is not any relationship between organizational justice and mental health conditions. Therefore, the research hypothesis is rejected as Sig (0.689) is larger than 5% and claiming the relationship between organizational justice and mental health is not accepted.

4. The third sub-hypothesis: There is a relationship between climate and health.

To claim a correlation between the variables of organizational climate and mental health we review Pearson correlation.

Pearson correlation analysis to test the hypothesis does not approve the relationship between organizational climate and mental health. Thus, as the statistical hypothesis of H1 is greater Sig (0.067) than the 5% significance level, the claim of relationship between mental health and the climate cannot be accepted.

5. Testing the fourth sub-hypothesis: There is a relationship between organizational justice and gender.

To claim, we study the Pearson correlation between two variables of organizational justice and gender.

The results indicate that as the level of significance Sig (0.026) is smaller than the significance level of 5%, we conclude that there is a relationship between the dimensions of organizational justice and gender.

5. Testing the fifth hypothesis: There is a relationship between organizational climate and gender.

To claim a correlation between the variables of organizational climate and gender we study Pearson coefficient.

Pearson correlation analysis does not approve the relationship between organizational climate and gender for the study. Thus, due to the greatness of Sig (0.497) than 5% level, it is rejected and the relationship between organizational climate and gender is rejected.

7. Testing the sixth hypothesis: there is a relationship between mental health and gender.

To claim a correlation between mental health and gender, we study Pearson coefficient.

Therefore, due to greatness of Sig (0.483) than the level of 5%, the hypothesis is rejected and there is no relationship between mental health and gender.

RESULTS AND DISCUSSION

In this section we discuss our findings and conclusions with respect to any of the theories described above.

Main hypothesis: Organizational justice and organizational climate are able to predict mental health of the employees of Shahid Beheshti University of Medical Sciences.

Organizational Justice and Organizational Climate cannot affect a person's mental health at the same time. Because mental health is a personality trait that climate and workplace justice is one of the effective cases and the mental health is one of the many variables affecting the environment. These variables are hidden and intervening. For example, family problems that add to the stress of people are neither related to climate nor justice.

The first sub-hypothesis: There is a relationship between organizational justice and organizational climate.

The results of this research is consistent with the researches by Psthuma and Campion (2005), Wayne Ryan, Graham and Banesh (1994), McFarlane and Sweeney (1992); Alatibi (2001), Richard and Mohammad (2002), Shapiro et al (2004) and Weil Nei (2013).

One of the affecting factors in motivating the employee is a full appreciation of their efforts and activities that is the organizational justice which leads to better interaction and intimacy while developing a positive self-concept is more suitable climate for staff and officials, causing the productivity and job satisfaction and organization. The existence of a proper organizational climate causes intimacy and trust between managers and employees to become more confident and less stressful to live and work.

The second sub-hypothesis: There is a relationship between organizational justice and mental health.

The results of this study is inconsistent with the results of Belgen and Mueller (1987); Behrouzi, Naami, Shokrkon and Taghi Pour (2008) and is consistent with the results of Agahou, Weller and Rice (1993), Hashem Zadeh, Orangi and Bahreh Dar (2000) and Amirian Zadeh (2001).

Perceptions of organizational justice by the employees lead to a satisfactory factors such as job satisfaction, work involvement and organizational commitment. However, the more justice there is in the organization, more secure will feel the employees and will more work towards increasing their productivity. Obviously, these factors will affect their health. But due to insignificance, this hypothesis could be said that to the extent that the organization is impacting on their mental health, one cannot neglect the environmental impact. The existences of a suitable environment will increase individual's health. Although there is no justice in organizations, such people will be able to efficiently come to their grievances and resolve them favorably. In other words, the mental health of the employees could is related with hidden variables that are not seen in this study.

The third sub-hypothesis: There is a relationship between organizational climate and mental health.

Hashem Zadeh, Orangi and BahrehBardar (2000), Kelly, Hummer and Denis (2008), Lahore et al (2005); Amirianzadeh (2001) and Cassell (2005) are inconsistent with the study and the studies by Rezaei (1998) and Mousavi (1998), Neil (2006) are consistent with the research as quoted by Ershadi.

Mental health of the employees is mostly related to the personal and mental traits of the employees and while the organizational climate is mostly emanating from the missions and values of the organization and the organization's mission and goals, that forms a special climate between different levels of employees and organizational forms. Therefore, the organizational climate is mostly influenced by the founder of the organization and mental health of the employees is mostly the individual or group aspect of the organization. On the other hand the behavior and interactions of the organizational climate is the result of the behavior and interaction of the employees with each other and the managers and mental health can be influenced by many variables that are not included in this study. Organizational climate can not only affect mental health. It is true that an individual spends a part of his life in workplace but mental health is affected by other variables such as personality traits (adaptation), or social upbringing and having personal problems or other stresses.

The fourth sub-hypothesis: There is a relationship between organizational justice and gender.

This research is inconsistent with the studies McFarlane and Sweeney (1993) as quoted by Pilary et al (2001).

Although there were discrimination between men and women in the past and today by the development of societies and women's participation in society has increased, but still such discriminations can be seen. Employed women know themselves more independent than unemployed women and maybe this makes them to accept a lot of trouble and ignore the problems like injustice about them. Maybe because weakness has been internalized in women and they do not think themselves to deserve more than men and deprive themselves to complain against injustice. Also another reason of the lack of recognition of women is their lack of knowledge to their rights. Men and women each have a different perception of organizational justice. In other words, justice is not the same in men and women's perspective, and each group has its own perception of organizational justice. Men mostly focus on the result and women mostly focus on its process.

The fifth sub-hypothesis: There is a relationship between organizational climate of women and men.

This study is consistent with the research done by Boujariyan (2005) as quoted by Mahdad (2005) and is inconsistent with the study conducted by Fouladvand (2007).

The explanation for this hypothesis it can be stated that from among the factors influencing the organizational climate we can refer to leadership style, job satisfaction, personality traits and the conflicts. In organizations, only one style of leadership has commonly been used, therefore job satisfaction can often be a reason to perceive organizational climate between men and women in the same way. The climate is not influenced by gender, because as previously mentioned, the organizational climate is the same for all groups because the organizational climate is defined by the organization's leaders.

The sixth sub-hypothesis: There is a relationship between mental health and gender.

This research is consistent with the research by Rezaei (1998) and Mousavi (1998), respectively.

The environment has a direct influence on physical, mental and social well-being of people who live in it, in addition to this the managers and the supervisors of the organizations are more aware of it and have less discrimination than gender differences. According to General Manager's report of Mental Health Department of Health in 2012 at ages 15 to 64 years, the rate of depression (mental disorder) in women is 26.5 and is 20.8 in men and this statistic shows the relationship between mental health and gender. But in explaining this hypothesis it can be said that the lack of women's mental health is high because most women are housewives. This can be explained this way that working women think less about issues like depression due to being busy. Due to lack of time, working women plan their time and are more disciplined and are often successful because of the work and planning and feel satisfied. My sample only includes employed women, and this makes the statistical differences with the national statistics.

SUGGESTIONS

Recommendations with respect to the subject:

- 1- Accurate and continuous performance evaluation of the employees in different ways to clarify the payments and justice.
- 2- Involving employees in decision-making.
- 3- Holding regular meetings by the authorities and privilege best comments and suggestions, the lack of bias to constructive criticisms by the employee to meet the problems of employees.
- 4- Creating a professional psychological counseling center for the employees near the work place

- 5- The appointment of top managers and aware of the organizational climate and knowledge and skills necessary to recognize, control and changing the climate of the organization because of its importance and its impact on mental health
- 6- Mental health training for staff, familiarity with mental health problems and take timely action to eliminate it.
- 7- Holding recreation programs in camps and sports programs, such as hiking and climbing, even in the presence of family members to enhance the mental health of employees.

Suggestions for future research:

1. Studying the role of justice in organizations to increase or decrease the quality of working life of employees
2. Studying the effectiveness of mental health of employees on organizational performance
3. Repeating these studies in other organizations and comparing them to provide solutions to increase employee's satisfaction.

Limitations of the study

- Regarding that the present study has been conducted among the employees of Shahid Beheshti University of Medical Sciences, therefore, it can only be generalized in this organizational realm and cannot be generalized to other organizations.
- Restriction of the number of similar studies done on the field of relationship between organizational justice and organizational climate and psychological health of employees simultaneously in Iran.
- Lack of cooperation of a number of employees in completing the questionnaire and that this can be the subject of research in the lack of research culture among the staff.
- Orientation of some employees in responding to the questionnaire, due to the fear of exposing their comments, despite all the measures that had been used to gain their trust.

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