AN INVESTIGATION OF THE RELATIONSHIP BETWEEN ORGANIZATIONAL JUSTICE AND EMPLOYEES' ORGANIZATIONAL HEALTH AND POSITIVE WORKING ATTITUDES

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ABSTRACT

This research entitled "An investigation of the relationship between organizational justice and employees' organizational health and positive working attitudes" was conducted in 2013. The research method is cross-sectional descriptive and analytical. It is an applied research. The statistical population of the research consists of the whole staff of Education offices in Golestan province which includes 650 people. The sample size was estimated to be 242 people using kerjesy and Morgan table. Data gathering instruments include three questionnaires regarding organizational justice, employees' organizational health and positive working attitudes which totally consist of 32 main question items at ordinal assessment level and based on likert scale that were confirmed in a high level by krombach test and kolmograph –smirtov test was indicative of abnormality of data and spearman test.

KEYWORDS: Golestan province, krombach test and kolmograph –smirto test.

The main research hypotheses are as follows:
1. There is a significant relationship between organizational justice and organizational health.
2. There is a significant relationship between organizational justice and employees' positive working attitudes.
3. There is a significant relationship between Organizational justice (distributive justice, procedural justice, interactive justice) and employees' positive attitudes predict the organizational health.

Expanding the role of equity theory in explaining the attitudes and behavior of employees led to an area of study called "organizational justice" in the 1970s. Justice in the organization indicates employees' perceptions of fair dealings (Rezaieyan, 2005). Over thirty years of research on the topic of justice in organizations shows that people are strongly sensitive to fairness in allocation of outcomes, procedures based on which the outcomes are allocated, and behaviors that are done with them (Olando, 2002). Justice equips Human with a system to meet his/her requirements through a fair and orderly way. When group members, based on fair rules, agreed that everyone should be careful about themselves, this means that everyone addresses the others' needs and all of them support each others' personal interests. This feeling makes people trustful that whatever is the outcome, it will be shared equally, and this is indicative of justice (Bohluli, 1381). Justice is the first factor in the health of organizations and social institutions. Social sciences experts long ago realized the importance of organizational justice as an essential basis for the effectiveness of organizational processes and job satisfaction. Organizational justice implies employees' perceptions of fairness and equity in behavior work relations. Several studies indicate that an increased sense of justice has an impact on different aspects of organizational behavior. Organization is a social system whose survival and stability depends on the existence of a strong link between its constituent elements. Perceived injustice has detrimental effects on the spirit of collective work because the dedication and motivation of human resources would be overwhelmed. Injustice and non-equitable distribution of gains and outcomes of organization undermines spirit of staff and degrades their motivation to attempt more. Thus, justice is the secret to the survival and persistence of development and progress of organization and its employees. Therefore, one of the main duties of the management is to maintain and expand the fair

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behaviors of managers and employees' sense of justice. Justice, particularly in staff management practices (distribution of rewards, supervisory relations, promotion and appointment) is important to the staff.

In the process of developing is more important than making sense of justice and fair behavior in employees understand how to influence behavior based on justice and organizational behavior, including organizational commitment, job satisfaction, organizational health and employee attitudes are important. Therefore, by an appropriate recognition of the effects of organizational justice on employees' organizational health and attitudes, managers would be able to take more appropriate measures to develop a sense of justice in organizations. Organizational justice implies employees' perceptions of equity and fairness.

Study of justice in organizations was started by Adam's works on equity theory (seyyed Javadin et al, 2008).

1.1 Significance of the Study

Disagreements and existing gaps, the necessity of the subject, theoretical and practical advantages, and also materials, method and/or a probably new research process ……… Justice is the loftiest humanitarian value in realization of human rights. Justice is among the most beautiful and holiest words of human civilization. It is one of the most crucial factors in any kind of social collaboration. Individuals' continued attendance in groups depends upon their perceptions of the degree of fairness and justice. If members of a group or a social system have a fair perception of that system, they have a stronger commitment for cooperation and its maintenance and development. By a glance at the surroundings, we can easily understand that people naturally love justice and no one can deny this, even if he/she is a wrong-doer. This interest is originated form a natural need. Human has many needs and is always fulfilling them.

Studies on justice in organizations have taken their primary data from the research on the concept of equity done by Adams in 1965, but their maturity has been reached since 1990, and it seems that recently interest in organizational justice has gained much popularity and in meta-analytical studies, has reached to its peak (Tabatchi, 2007).

Justice is the first factor in the health of organizations and social institutions. Social sciences experts long ago realized the importance of organizational justice as an essential basis for the effectiveness of organizational processes and job satisfaction. Organizational justice is the variable that deals with describing justice which is directly connected to job opportunities. In organizational justice, it is proposed that how employees must be treated so that they feel that they are treated fairly (Bohluli, 2012). Regarding the necessity and significance of organizational justice, it is quite sufficient to mention that the existence of justice in organization leads to development of programs, continued improvement in organization's performance and a tremendous force for synergy, development and creation of promotional opportunities.

It is obvious that without investigation and gaining information about the degree of organizational justice, it is impossible to achieve organizational goals, to get feedback and awareness of the amount of implementation of developed policies and familiarity with issues which have to be seriously reviewed, and improve organizational health and also employees' attitudes; undoubtedly, all of these would be impossible without measuring and evaluating organizational justice.

As was mentioned, since organizations are social systems and these systems are connected with each other in the community and regarding the cultural and educational responsibilities that education departments have in society, We have decided to do this study in the Department of Education because this agency, more than any other institutions, can spread a culture of justice, organizational health and positive work-related attitudes both educationally and culturally in society.

Research Objectives

This study seeks to achieve the following objectives.
The Main Objectives
The first main objective: To investigate and explain the relationship between organizational justice and organizational health
The second main objective: To investigate and explain the relationship between organizational justice and employees' positive working attitudes
The third major objective: To investigate and explain the extent to which the organizational justice and employees' positive working attitudes predict organizational health.

Secondary Objectives
• to investigate and explain the relationship between distributive justice and organizational health
• To investigate and explain the relationship between Procedural justice and organizational health
• To investigate and explain the relationship between Interactional justice and organizational health
• To investigate and explain the relationship between Distributive justice and positive working attitudes
• To investigate and explain the relationship between Procedural Justice and the positive attitude of working
• To investigate and explain the relationship between Interactional justice and positive working attitudes

The Main Hypotheses of the Research
Based on Research objectives, the following hypotheses were tested:
The first main hypothesis: There is a significant relationship between organizational justice and organizational health.
The second main hypothesis: there is a significant relationship between organizational justice and positive working attitudes.
The third main hypothesis: organizational justice (distributive justice, procedural justice, interactional justice) and employees' positive attitudes predict organizational health.

1.4. Secondary Research Hypotheses

• There is a significant relationship between distributive justice and organizational health.
• There is a significant relationship between justice, procedural and organizational health.
• There is a significant relationship between interactional justice and organizational health.
• There is a significant relationship between distributive justice and positive working attitudes.
• There is a significant relationship between procedural justice and positive working attitudes.
• There is a significant relationship between interactional justice and positive working attitudes.

Conducted Research in Iran
Bohlooli et al. (2012) showed that organizational justice has a significant relationship with each of the different dimensions of organizational citizenship behaviors. Ghahremani et al. (2012) showed that the status of the colleges of Shahid Beheshti University is evaluated to be in a low level regarding the thirteen components of research including communication, loyalty and commitment, work morale, reputation, ethics, direction, leadership, staff development, health and high safety, and also cooperation and learning, performance recognition, optimum resource utilization, physical condition, and in these cases, this university needs improvement and further development.

Jafari et al. (2012) showed in their study that of the dimensions of organizational health, the component of morale had the highest average (33.04) and the resources support had the lowest average (15.83). The mean score of organizational health equals 152.62 from a total score of 220.

The results of the Pearson correlation test showed that there was a positive and significant relationship between organizational health and some aspects of it (manager's power, support of resources, scientific focus and spirit) and organizational commitment (P <0.05), but there was not a significant relationship between the other aspects of health organizational (institutional unity,
consideration and structuring) and organizational commitment (P > 0.05).

Moreover, organizational commitment had the highest correlation with scientific focus (r = 0.356) and lowest correlation with consideration (r = 0.015) was

Organizational commitment is significantly related to organizational health in hospitals which leads to a feeling of loyalty an effort to help their organization achieve its goals.

KLENDORA and DAYLER concluded that although each dimension of equity is positively relate to effective commitments, it was only the communicative organizational justice that had a unique relationship with it. The results showed that of the instrumental assessments and trust can act as moderating variables.

Aylmaz and Tasdan (2009) based on the results of their study showed that teachers had positive perceptions of organizational justice and organizational citizenship behavior. There was a positive relationship between perceived organizational justice and organizational citizenship behavior.

Theoretical Background of the Research
Organizational Justice

Greenberg (1990), in an article which investigated quality of past, present and future of research on organizational justice, showed that organizational justice research may potentially explain many resulting variables of organizational behavior. Organizational justice is a term used to describe the role of justice because they are directly related to the workspace. In particular, it is associated with the procedures the employees use to assess whether the organization is fair to them, which may influence the factors relating to the employees' work (Yilmaz, 2009). Organizational justice can contribute to the explanation of why employees fight against unjust results or processes and inappropriate interactions (Al-salem & Al-Hayati, 2007). Employees' perceptions of three dimensions of organizational justice are: distributive justice, procedural justice and interactional justice.

Distributive Justice

Distributive justice refers to the perceived fairness of the outcomes that a person receives from an organization. Outcomes and consequences may be distributed based on equality, need or collaboration and distributive justice is determined through comparison with others (Al-salem & Al-Hayati, 2007). Perceptions and feelings of unfair distribution of work-related rewards provides stress. Procedural justice refers to participants’ perceptions of justice of a process of rules and procedures that set a process (Nabatchi et al, 2007).

While distributive justice suggests that satisfaction is subject to consequence and result, but procedural justice suggests that satisfaction is subject to the process. Among the traditional principles of procedural justice, impartiality, sound or opportunity are the ones which are heard, and are the foundation and basis of decisions (Ivanovich, 1996).

Procedural issues such as neutralizing process, behavior of participants and reliability of decision-makers are important for increasing perceptions of procedural justice.

An extensive literature supports the satisfaction of procedural justice theories. Overall, this research suggests that if organizational processes seem fair, participants will be more satisfied, more inclined to accept the accuracy of the process, and more amenable to shaping positive attitudes about the organization (Allen, 1979).

Interactional Justice

Researchers of organizational justice, developed interactional justice which is defined as the quality of interpersonal received behavior during the enactment of organizational procedures (Charach, 2001). In general, interactional justice reflects concerns about the fairness of dictated non-procedural aspects of interaction. However, this research has identified the following two categories of interactional justice: Informational justice and interpersonal justice (Fulgru Krupanzanof, 1998). These two categories of informational and interpersonal justice are considerably interconnected.

However, this study suggests that they should be considered separately, so that each has
differential effects on perceived justice (Rapp, 2002). Interactional justice involves several actions that demonstrate social sensitivity, for instance, when supervisors treat employees with respect and honor. Mykula et al. (1990) reported that a considerable proportion of perceived justice were not related to careful interpretation of the distributive or procedural issues, instead, they refer to the manner in which the participants were treated during interpersonal interactions and collisions.

**Organizational Health Model**

To evaluate the degree of organizational health, we should have enough knowledge of its dimensions. Hoy and Feldman (1996) studied dimensions of organizational Health or organizational characteristics and variables in seven dimensions which are as follows:

- **Scientific emphasis**: refers to the organization's emphasis to enhance the level of employees' expertise and technical skills (Ivanovich, 1996)
- **Spirit**: refers to a sense of confidence, trust, sympathy and friendship that exists among the staff.
- **Supporting resources**: refers to an organization which has sufficient or even extra materials and equipment which are easily obtainable.
- **Structuring**: refers to a behavior of manager which is worker- and target-oriented.
- **Consideration**: is a behavior of that shows the managers as a friend, supporter and colleague of workers.
- **Manager's power**: refers to the manager's ability to influence the action of his superiors. A powerful manager is encouraging and by influencing thought and action of head of educational can work effectively with him/her.
- **Institutional unity**: that is the organization's ability to comply with the environment and adapt to ways that maintain the health of educational program.

**Employees' Positive Attitude Model**

To measure employees' positive attitudes, Sung used the following indices which are based on Kampa and Linkuist (2003)'s model and Van Dean and Lipin (1998)'s model:

- • Willingness to help others to achieve a goal;
- • Efforts to reach a higher quality level than required level;
- • Creativity to solve business problems;
- • Willingness to take new responsibilities;
- • achieving specified deadlines, and sometimes, completing the mission before the deadline (Song, 2006).

**Conceptual Model of Research**

This model is derived from a research (Alhyany and Alslym, 2007) which examined the relationship between organizational justice and employee performance. Results showed that there is a meaningful relationship between respondents' age and their perceptions of organizational justice.

Findings also noted the positive associations of organizational justice and job satisfaction. Strengthening employees' feelings toward organizational justice leads to reduced employee absenteeism, increased productivity and job satisfaction.

Organizational justice can help explain why employees retaliate against the perceived unjust or inappropriate processes and interactions. Employees' perceptions are related to dimensions of organizational justice (Klynder, 2009).

**Methodology**

This survey is cross-sectional descriptive and analytical. The research population consisted of all employees of education departments of Golestan Province. The total number of employees is 650 people. The sample size in this study is based on Kerjesi and Morgan Table. . Based on the information in the table, the sample size was estimated to be 242 people. In this study, the random group sampling (stratified) method is used.

In this study, three standard questionnaires are used to collect data. a standardized questionnaire (Nyhof and Mormon standardized questionnaire) containing 20 questions measures three dimensions of organizational justice (distributive, procedural and interactional). The second questionnaire consisted of seven descriptive questions based on which Hui and
Feldman used to measure the dimensions of organizational health, and the last questionnaire included five descriptive questions based on which Sung measured the positive working attitudes.

**Statistical Methods**

In this study, to show the normality of assumptions, the Kolmogorov – Smirnov test was used and the non-normality of assumptions was shown and spearman test was used to measure the Correlation between variables. Also, the regression was used to show the relationship between the dependent and independent variables.

**Testing Hypotheses**

Kolmogrov Smearnov test emphasized the non-normality of variables which are reported in Table 1

<table>
<thead>
<tr>
<th>Test result</th>
<th>P-value</th>
<th>Smirnov-kolmograph statistic</th>
<th>Research variable</th>
<th>The null hypothesis</th>
</tr>
</thead>
<tbody>
<tr>
<td>The null hypothesis is rejected</td>
<td>0.001</td>
<td>1.910</td>
<td>Procedural justice</td>
<td>Data normality</td>
</tr>
<tr>
<td>The null hypothesis is rejected</td>
<td>0.000</td>
<td>2.223</td>
<td>Distributive justice</td>
<td></td>
</tr>
<tr>
<td>The null hypothesis is rejected</td>
<td>0.001</td>
<td>1.445</td>
<td>Interactive justice</td>
<td></td>
</tr>
<tr>
<td>The null hypothesis is rejected</td>
<td>0.026</td>
<td>1.476</td>
<td>Organizational health</td>
<td></td>
</tr>
<tr>
<td>The null hypothesis is rejected</td>
<td>0.033</td>
<td>1.434</td>
<td>Positive attitudes</td>
<td></td>
</tr>
<tr>
<td>The null hypothesis is rejected</td>
<td>0.007</td>
<td>1.871</td>
<td>Organizational justice</td>
<td></td>
</tr>
</tbody>
</table>

Although the assumption of normality of tests, including tests for correlation and regression analysis is necessary, but these tests are somewhat resistant to the dishonesty of normality assumption; only if the distributions are not too skewed, and going away from normality is not very big, there will not be any problems (Sarmad, 1387)

**Testing Research Hypotheses**

Based on the analytical data on the test of the first hypothesis: There is no significant relationship between organizational justice and organizational health (H0)

Information obtained from the testing of this hypothesis indicates that there is a significant positive correlation coefficient between the scores of this sample in organizational justice and organizational health. This means that an increase in the organizational justice score will be along with an increase in organizational health score.

In the second hypothesis test: there is not a significant relationship between organizational justice and positive working attitudes. (H0)

The obtained data indicate that there is a positive and significant correlation coefficient between the sample scores on organizational justice and positive working attitudes. This means that an increase in the organizational justice score will be along with an increase in positive working attitudes score.

In the third hypothesis test: organizational justice (distributive justice, procedural justice, interactional justice) and the positive working attitudes do not predict organizational health. (H0)

To test this hypothesis, stepwise multiple regression analysis (stepwise) was used. Results of this calculation have been reported in Tables 4-2, 4-3 and 4-4.
Table 2: Status Model

<table>
<thead>
<tr>
<th>model</th>
<th>Predictor variable</th>
<th>change</th>
<th>change</th>
<th>significance</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Positive attitudes</td>
<td>0.218</td>
<td>0.218</td>
<td>67.012</td>
</tr>
<tr>
<td>2</td>
<td>Procedural justice</td>
<td>0.385</td>
<td>0.167</td>
<td>64.899</td>
</tr>
</tbody>
</table>

To run the regression analysis, four variables including distributive justice, procedural justice, interactional justice, and the positive working attitudes entered in the regression in the step-wise way. Summary of stepwise multiple regression analysis status is presented in Table 2.4. These results suggest that these four variables entered, only 2 positive attitude and procedural justice could collectively explained 38.5% of the variance in organizational health.

Table 3: Results of Multiple Regression Analysis Test

<table>
<thead>
<tr>
<th>method</th>
<th>Sum of Squares</th>
<th>Degree of freedom</th>
<th>Mean square</th>
<th>F statistic</th>
<th>significance</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression 747.862</td>
<td>1</td>
<td>747.862</td>
<td>67.012</td>
<td>0.000</td>
</tr>
<tr>
<td></td>
<td>remaining 2678.418</td>
<td>241</td>
<td>11.160</td>
<td>0.000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>sum 3426.279</td>
<td>241</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Regression 1319.847</td>
<td>2</td>
<td>659.923</td>
<td>74.876</td>
<td>0.000</td>
</tr>
<tr>
<td></td>
<td>remaining 2106.432</td>
<td>239</td>
<td>8.814</td>
<td>0.000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>sum 3426.279</td>
<td>241</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

According to Table 4-3, it can be seen that the results of stepwise multiple regression analysis for both models, when the first and second variables entered into the regression equation, is significant.

Table 4-4 Impact Coefficients

<table>
<thead>
<tr>
<th>model</th>
<th>Non-standardized coefficients</th>
<th>Standardized coefficients</th>
<th>statistic</th>
<th>significance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Standard error</td>
<td>β</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Constant</td>
<td>11.125</td>
<td>1.528</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Positive attitudes</td>
<td>0.736</td>
<td>0.090</td>
<td>0.467</td>
</tr>
<tr>
<td>2</td>
<td>Constant</td>
<td>6.191</td>
<td>1.490</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Positive attitudes</td>
<td>0.650</td>
<td>0.081</td>
<td>0.413</td>
</tr>
<tr>
<td></td>
<td>Procedural justice</td>
<td>0.367</td>
<td>0.046</td>
<td>0.412</td>
</tr>
</tbody>
</table>

Non-standardized and standardized regression coefficients for the variables are presented in Table 4.4.

Given these results, the regression equation to predict and explain the organizational health variable can be written as:

\[
\text{Organizational health} = (\text{Procedural justice}) 0.367 + (\text{positive outlook}) 0.650 + 6.191
\]

This equation can be interpreted in this way. Per each unit increase in positive working attitudes, organizational health is increased by 0.650, and per each unit increase in procedural justice, organizational health will increase by 0.367.
Therefore, the null hypothesis is rejected and the research hypothesis is confirmed.

In the fourth hypothesis test: there is not a significant and positive relationship between distributive justice and organizational health. (H0)

The obtained data show that there is a significant and positive correlation coefficient between distributive justice and organizational health scores in this sample. This means that for every increase in the distributive justice score, organizational health score will increase as well.

In the fifth hypothesis test: there is not a significant and positive relationship between procedural justice and organizational health. (H0)

The obtained data show that there is a significant and positive correlation coefficient between procedural justice and organizational health scores in this sample. This means that for every increase in the procedural justice, organizational health score will also increase.

In the sixth hypothesis test: there is not a significant and positive relationship between interactional justice and organizational health. (H0)

The obtained data show that there is a significant and positive correlation coefficient between interactional justice and organizational health scores in this sample. This means that for every increase in the score of interactional justice, the score on organizational health will also increase.

In the seventh hypothesis test: there is not a significant and positive relationship between distributive justice and positive working attitudes in a positive. (H0)

Data obtained show that there is a significant and positive correlation coefficient between the sample scores on distributive justice and positive working attitudes. This means that for every increase in the score of distributive justice, the score of positive working attitudes will increase as well.

In the eighth hypothesis test: there is not a significant and positive relationship between procedural justice and positive working attitudes. (H0)

The obtained data indicate that there was a significant positive correlation coefficient between the sample scores on procedural justice and positive working attitudes. This means that for every increase in procedural justice, the positive working attitudes will also increase.

In the ninth hypothesis test: there is not a significant and positive relationship between interactional justice and employees' positive working attitudes. (H0)

The obtained data indicate that there is a significant and positive correlation coefficient between the sample scores on interactional justice and positive working attitudes. This means that for every increase in interactional justice, the positive working attitudes will increase, too.

**DISCUSSION AND CONCLUSION**

Based on the inferential data on the first hypothesis test, there is not a significant relationship between organizational justice and organizational health (H0). Testing of this hypothesis suggests that there is a positive and significant correlation coefficient between sample scores on organizational justice and organizational health. This means that an increase in the organizational justice score will be along with an increase in organizational health score.

Therefore, the null hypothesis is rejected and the research hypothesis is confirmed. The results of this study are in agreement with Vedadi and Akhundi (1389). Greenberg (1990) found that organizational justice research may potentially explain many of the variables derived from the Organizational Behavior.

Organizational health indices consider not only stress, well-being, satisfaction and people's commitment, but also the quality of decision-making, the appropriateness of the organizational structure and financial indicators (Mc Hugh et al, 2003). Miles (1956) states dimensions of organizational health as follows: consistency, competence, problem solving, focus on goals, competence, communication, maximum equality of power, use of resources, cohesion and unity, spirit, independence, innovation. Based on the findings of this research, it can be said that this study is congruent with Jafari et al (1391).
In the second hypothesis test: there is not a significant relationship between organizational justice and positive working attitudes. (H0)

Testing of this hypothesis indicate that there is a positive and significant correlation coefficient between the sample scores on organizational justice and positive working attitudes. This means that an increase in the organizational justice score will be along with an increase in score of positive working attitudes. Therefore, the null hypothesis is rejected and the research hypothesis is confirmed. Greenberg (1990) found that organizational justice research may potentially explain many of the variables derived from the Organizational Behavior.

In the third hypothesis test: organizational justice (distributive justice, procedural justice, interactional justice) and the positive working attitudes do not predict organizational health. (H0)

Four variables, including distributive justice, procedural justice, interactional justice, and the positive working attitudes entered regression equations in the stepwise manner.

The results show that of these four variables, only the two variables of positive attitudes and procedural justice could collectively explain 38.5% of the variance in organizational health. Positive attitudes are the first variable to enter the regression equation. This variable which is directly related to organizational health, can explain 21.8% of the organizational health variance. Procedural justice is the second variable which entered into the regression equation.

This variable explains 16.7% of the organizational health variable. The other two variables did not significantly predict organizational health variable, so they did not enter into the regression equation. Therefore, the null hypothesis is rejected and the research hypothesis is confirmed. The results of this research agree with Ansari et al (1388). In Mormon's view, distributive, procedural and interactional justices are interconnected and each one represents a distinct aspect of organizational justice (Askandora, 1999). It is assumed that perceived procedural and interactional justices are major predictors of organizational citizenship behavior (Spector et al, 2001).

In the fourth hypothesis test: there is not a significant and positive relationship between distributive justice and organizational health (H0). Testing of this hypothesis shows that there is a significant and positive correlation coefficient between distributive justice and organizational health scores in this sample. This means that for every increase in the distributive justice score, organizational health score will increase too.

According to the first hypothesis, we can conclude that the findings of this study are in agreement with Vedady and Akhundi (1389). Also, Greenberg (1990) found that organizational justice research may potentially explain many of the variables derived from the Organizational Behavior. In addition, according to the Mc Hug et al (2003), organizational health indicators consider not only stress, well-being, satisfaction and commitment, but also the quality of decision-making, the appropriateness of the organizational structure and financial indicators. Miles (1956) states dimensions of organizational health as follows: consistency, competence, problem solving, focus on goals, competence, communication, maximum equality of power, use of resources, cohesion and unity, spirit, independence, innovation. Based on the findings of this research, it can be said that this study is congruent with Jafari et al (1391).

In the fifth hypothesis test: there is not a significant and positive relationship between procedural justice and organizational health. (H0)

Testing of this hypothesis shows that there is a significant and positive correlation coefficient between procedural justice and organizational health scores in this sample. This means that for every increase in the procedural justice, organizational health score will also increase. Therefore, the null hypothesis is rejected and the research hypothesis is confirmed.

Since the organizational justice is positively correlated with organizational health, organizational justice can also be correlated with organizational health.

Thus, we can conclude that the findings of this study are in agreement with Vedady and Akhondi (1389). Also, Greenberg (1990) found that organizational justice research may potentially
explain many of the variables derived from the Organizational Behavior. In addition, according to the Mc Hug et al (2003), organizational health indicators consider not only stress, well-being, satisfaction and commitment, but also the quality of decision-making, the appropriateness of the organizational structure and financial indicators.

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In the sixth hypothesis test: there is not a significant and positive relationship between interactional justice and organizational health. (H0)

Testing of this hypothesis shows that there is a significant and positive correlation coefficient between interactional justice and organizational health scores in this sample. This means that for every increase in the score of interactional justice, the score on organizational health will also increase. Therefore, the null hypothesis is rejected and the research hypothesis is confirmed.

According to the first hypothesis, we can conclude that the findings of this study are in agreement with Vedady and Akhundi (1389). Miles (1956) states dimensions of organizational health as follows: consistency, competence, problem solving, focus on goals, competence, communication, maximum equality of power, use of resources, cohesion and unity, spirit, independence, innovation. Based on the findings of this research, it can be said that this study is congruent with Jafari et al (2012).

Also, Greenberg (1990) found that organizational justice research may potentially explain many of the variables derived from the Organizational Behavior. In addition, according to the Mc Hug et al (2003), organizational health indicators consider not only stress, well-being, satisfaction and commitment, but also the quality of decision-making, the appropriateness of the organizational structure and financial indicators.

In the seventh hypothesis test: there is not a significant and positive relationship between distributive justice and positive working attitudes in a positive. (H0)

Testing of this hypothesis shows that there is a significant and positive correlation coefficient between the sample scores on distributive justice and positive working attitudes. This means that for every increase in the score of distributive justice, the score of positive working attitudes will increase as well. Therefore, the null hypothesis is rejected and the research hypothesis is confirmed. When employees perceive distributive injustice, they may harm the organization so that they can have a more positive view of the output to input ratio. Also, it has been found that distributive justice is related to tendency to job quitting. This takes place through the influence on attitudes such as internal and external satisfaction.

In the eighth hypothesis test: there is not a significant and positive relationship between procedural justice and positive working attitudes. (H0)

The obtained data indicate that there was a significant positive correlation coefficient between the sample scores on procedural justice and positive working attitudes. This means that for every increase in procedural justice, the positive working attitudes will also increase. Therefore, the null hypothesis is rejected and the research hypothesis is confirmed.

Biss (2001) argues that procedural justice affects employees' different attitudes and behaviors. It has been assumed that procedural justice is the main predictor of organizational citizenship behavior (Spector and Karash, 2001).

There is not a definite relationship between Procedural justice and performance, and this kind of justice has an impact on the attitude and quality of work life. Procedural justice may affect performance through its effect on attitudes (VSpector & Karash, 2001). Procedural justice predicts cognitive reactions toward the organization, and tries to affect the attitudinal reactions to managers and their decisions (Spector & Karash, 2001).
From the perspective of procedural justice, injustice perceived by the employees, leads to a negative perception of the organization and slightly unexpected behaviors, such as a conflict with a supervisor (Spector & Karash, 2001).

An extensive literature supports the procedural justice of satisfaction theories. In general, research suggests that if organizational processes seem fair, participants are more satisfied, more inclined to accept the accuracy of the process, and more inclined to shape positive attitudes about the organization.

In the ninth hypothesis test: there is not a significant and positive relationship between interactional justice and employees' positive working attitudes. (H0)

The obtained data indicate that there is a significant and positive correlation coefficient between the sample scores on interactional justice and positive working attitudes. This means that for every increase in interactional justice, the positive working attitudes will increase, too. Therefore, the null hypothesis is rejected and the research hypothesis is confirmed. Biss (2001) argues that procedural justice affects employees' different attitudes and behaviors. It has been assumed that procedural justice is the main predictor of organizational citizenship behavior (Spector and karash, 2001).

**Research Suggestions**

Since there is a significant relationship between organizational justice and organizational health, managers' focus on organizational justice and its dimensions can assist health of Education Organization in Golestan Province. (First hypothesis)

Since there is a significant relationship between organizational justice and positive working attitudes, paying attention to organizational justice, especially interactional justice and procedural justice can lead to employees' positive attitudes in Education Organization in Golestan Province. (Second hypothesis)

Because procedural justice and employees' positive working attitudes predicts organizational health, administrators of education organization in Golestan province can help develop organizational health by paying more attention to procedural justice and positive working attitudes. (Third hypothesis)

Because there is a significant positive relationship between distributive justice and organizational health, managers' focus on this dimension of organizational justice can lead to health of Education Organization in Golestan Province. (Fourth hypothesis)

Since there is a significant positive relationship between procedural justice and organizational health, managers' focus on this dimension of organizational justice can lead to health of Education Organization in Golestan Province. (Fifth hypothesis)

Because there is a significant positive relationship between interactive justice and organizational health, managers' focus on this dimension of organizational justice can lead to positive working attitudes in Education Organization in Golestan Province. (Sixth hypothesis)

Since there is a significant positive relationship between distributive justice and positive working attitudes, managers' focus on this dimension of organizational justice can lead to positive working attitudes in Education Organization in Golestan Province. (Seventh hypothesis)

Because there is a significant positive relationship between procedural justice and positive working attitudes, managers' focus on this dimension of organizational justice can lead to positive working attitudes in Education Organization in Golestan Province. (Eighth hypothesis)

Because there is a significant positive relationship between interactive justice and positive working attitudes, managers' attention to this dimension of organizational justice can lead to positive working attitudes in Education Organization in Golestan Province. (Ninth hypothesis)

**Suggestions for Future Research**

- It is recommended that the subject of this study be conducted in other cultural and geographical areas different from Golestan Province.
It is recommended that other statistical samples such as staff in other departments and agencies are examined.

Further research is suggested to examine the relationship between organizational justice and other variables such as social capital and employees' performance.

It is recommended that a research be conducted to investigate the relationship between organizational justice and employees' engagement.

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