Investigating the Relationship Between Organizational Culture and Organizational Justice with Job Satisfaction of the Employees (Case Study: Sales and Marketing Department of Iran Khodro Company)

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Abstract: The present study is aimed to investigate the relationship between organizational justice and organizational culture with job satisfaction of employees. This research is a causal applied study and also the type ofcross sectional survey. The population of study has been consisted of the working employees in Sales and Marketing Department of Iran Khodro Company that 267 of them were selected as a sample size using Cochran formula.To measure above variables, it used the validated form of organizational culture model (Denison) and validated form of the organizational justice questionnaire (Niehoff and Moorman) and validated form of the job satisfaction questionnaire (Vysoky and chrome) using the combined questionnaire developed by the researcher. For data analysis and structural equation modeling were used LISREL Software. Results of this study indicated that there was a significant relationship between organizational justice and organizational culture in all the dimensions and job satisfaction as well relationship between the organizational culture and the organizational justice.

Key words: Job satisfaction, organizational justice, organizational culture, Iran Khodro, Vysoky and chrome

INTRODUCTION

Everyone's life is funded through working and it is necessary that each person has a job that it is consistent with his characteristics and needs of the community, if there is such compatibility, person will be satisfied of his job. In fact, job satisfaction is known as one of the success factors of job that enhances the efficiency and sense of personal satisfaction. The most important problems of human resource managers are the perception of employee's motivational factors and thus improve their performance that increases their job satisfaction. Job satisfaction is one of the factors that bringing productivity for the working human resource. So the study of the factors that increase job satisfaction is very important. This research is tried to answer the question that there are what relationship between organizational culture and organizational justice with job satisfaction.

According to the initial studies on the matter showed that the organizational justice is one of the affecting factors on job satisfaction. In fact, organizational justice means a perception of equality and justice in the organization by personnel and thus providing organizational justice lead to job satisfaction. Organizational culture is the other affecting factors on job satisfaction in the organization. Organizational culture is a common model and relatively stable of the basic beliefs and values in an organization. This study was conducted in a manufacturing organization (Iran Khodro Company) in Tehran.

The study's theoretical framework
Job satisfaction: Job satisfaction is one of the important variables in organizations and it deals with a major part of the research in the field of organizational sciences. Job satisfaction has impact on several organizational variables. Some of these variables include: job performance, citizenship behavior, regressive or destructive behavior, absence from work, leaving of work. In order to evaluate and measure of the job satisfaction, this study is used a questionnaire developed by researcher based on the verified form of questionnaire by Vysoky and Chrome.

Organizational justice: Organizational justice is consisted of distributive justice, procedural justice, andinteractive justice (Cohen-Charash and Spector, 2001; Colquitt, 2001; Cropanzano and Greenberg, 1997). Distributive justice denotes maintaining fairness by the

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received consequences and employees' perceptions (Adams, 1966). Procedural justice denotes maintaining justice in carrying out policies and organizational policies in decisionmaking (Folger and Greenberg, 1985). Interactive justice means maintaining the fairness in interpersonal behaviors or level of fairness in the organizational communications (Bies and Moag, 1986). Interactive justice refers to the quality of communication between individuals and organizations (Folger and Cropanzano, 1998).

This study is used the questionnaire developed by researcher based on organizational justice questionnaire of Niehoff and Moorman to measure organizational justice. The questionnaire developed by Niehoff and Moorman (1993) and translated into Persian by Shrkarkan (2005) for user. This questionnaire consists of three questionnaires which each measures one dimension of organizational justice dimensions.

Organizational justice is one of the very important variables in the field of organizational studies that it has impact on many other organizational variables and for a comprehensive view of the entire organization must be considered its effects on this variable. Organizational justice affects trust (Lin and Huang, 2009). Also interpersonal trust has a positive relationship with job performance (Piryaei *et al.*, 2014). Also organizational Justice has an impact on the organizational commitment. In fact, distributive and procedural justices have significant direct impact on organizational commitment (Piryaei *et al.*, 2014). Organizational justice also has an impact on job performance. Fairnessapplies inorganizationswill lead to improve employees' performance. According to findings by Piryaei *et al.* (2014), procedural and interactivejustices have a significant effecton job performance through a mediator variable of interpersonal trust. According to the group-value theory of procedural justice, relations among staffs and supervisors with colleagues and the level of the interpersonal trust in the relations were the mediator of the effect of organizational justice on job performance (Brocker, 1996). Leaving of work is other variable that the organizational justicehas an impact on it.

Fairness apply in organizations will lead to reduce therate of work leaving of employees in the organization (Dirks and Skarlicki, 2004; Kaneshiro, 2008). Organizational justice has an impact on social laziness and leading to its reduction (Liden *et al.*, 2004). Organizational Justice affects citizenship behavior and leading to its improvement (Shrkarkan, 2005). Organizational justice led to reduce stress and increases mental and physical health of employees (Lawson *et al.*, 2009; Fujishiro and Heaney, 2007). There is a significant positive relationship between organizational justice and employees' empowerment. In other words, if the organizational justice is more in an organization, employees will be morecapable and will improve their capabilities growth (Shah and Kamalian, 2013). If the organizational justice is more, the feeling of job attachment will be more (Zarei, 1996). According to Youn (2007)'s study, distributive and procedural justices have positive relationship with motivation, job satisfaction and job attachment. According to Tang *et al.* (1996) also showed that distributive and procedural justices have a positive relationship with job attachment. Mantler and Murphy (2005)'s study also confirmed this relationship. Also organizational justice has an impact on job satisfaction. If employees feelinequality, the potential source of the absence of satisfaction will in the organization and this in turn will lead to the irreparable consequences such as headstrong and stubborn, resistance to authority, dodging, malice and aggression (Rousseau *et al.*, 2009). Study of Mardani Hamuleh also showed that there was a relationship between organizational justice and job satisfaction. Colquitt (2001), quoted by Mardani Hamuleh by performing their meta-analytic study of organizational justice found that there was a significant positive relationship between distributive, procedural and interactive justices and citizenship behavior with job satisfaction.

Organizational culture: Organizational culture is a particular set of values and norms that shared between individuals and groups within the organization and help to control the way that they interact with each other and with stakeholders outside the organization (Hill and Jones, 2008). The results Harvard University's researchers, Kotter and Heskett (1992) indicated that culture has a powerful impact on organizational performance including economic performance. In another study, Wallace and Wales concluded that the executive should make every effort to develop a powerful organizational culture that helps the effectiveness of the organization. In addition, the results by Zarei (1996)'s study also focused the importance of the organizational culture on increasing job satisfaction. Coffeyin his study concluded that there was a significant correlation between organizational culture and effectiveness in the organization (Coffey, 2003). Also, the results by Denison *et al.* (2007) studies showed that improving organizational culture leading to improve organizational performance qualitative measures such as quality, innovation and service development and employees' satisfaction (Denison *et al.*, 2007). The results of Gillespie *et al.* (2008)'s study suggested that organizational culture plays an important role in employees' satisfaction. Denison defines organizational culture consists of four main characteristics that every feature is divided into a number of factors include:
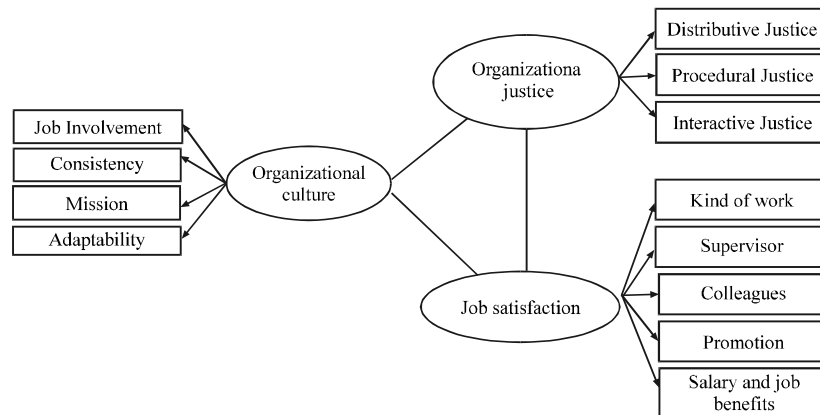
Fig. 1: The study's conceptual model

- Involvement in work (participation) includes empower to employees (empowerment), teamwork (team-building) and extending the capabilities of employees
- Consistency (compatibility or integration) includes core values, employees' agreement and co-ordination and integration
- Adaptability includes creating change, customer focus and organizational learning
- Mission includes strategic leadership (strategic orientation), goals , objectives and vision (Mobley, 2005)

This study is used a questionnaire developed by researcher based on the standard form of Denison's questionnaire including 60-item to evaluate the organizational culture.

Hypotheses and the study's conceptual model: The study's hypothesesare considered as follows:

- H_1: there is a relationship between organizational culture and job satisfaction
- H_2: there is a relationship between organizational justice and job satisfaction
- H_3: there is a relationship between organizational culture and organizational justice The study's conceptual model shown in Fig. 1

MATERIALS AND METHODS

This research is a causal applied study and also the type of cross sectional survey. The study's population consists of the working employees in sales and marketing department of Iran Khodro Company and 267 of them using the formula.

Table 1: Cronbach's alpha level of each of the study's variables

Variables	No. of questions	Cronbach's alpha level
Involvement in work	3	0/782
Consistency	3	0/853
Mission	3	0/843
Adaptability	3	0/872
Distributive justice	3	0/864
Procedural justice	3	0/835
Interactive justice	3	0/838
Satisfaction	10	0/828

Cochran was selected as the sample size. To measure the organizational culture is used Denison's Model and for the organizational justice used Niehoff and Moormans' questionnaire and also for job satisfaction used Vysoky and Chromes' questionnaire, respectively. For data analysis and measurement of the significant level of the study's hypotheses were used SPSS Software and for modeling used Lisrel Software.

Questionnaires were distributed electronically and using the automation system of Iran Khodro Company and the total 277 questionnaires distributed between respondents, 270 questionnaires were answered. Among these questionnaires, data on 267 questionnaires were collected and used for data analysis.

In this study, to determine the reliability of test was used Cronbach's alpha formula and also Cronbach's alpha calculated separately for the study's variables which their results are shown in Table 1.

To ensure the content validity of the questionnaire, after its basic editing was distributed between 32 respondents to offer the necessary recommendations its content. In addition to, it was consulted with the several academic experts in the field and to ensure the construct validity used confirmatory factor analysis using LISREL Software. Figure 2-5 are shown models of measurement the study's variables.
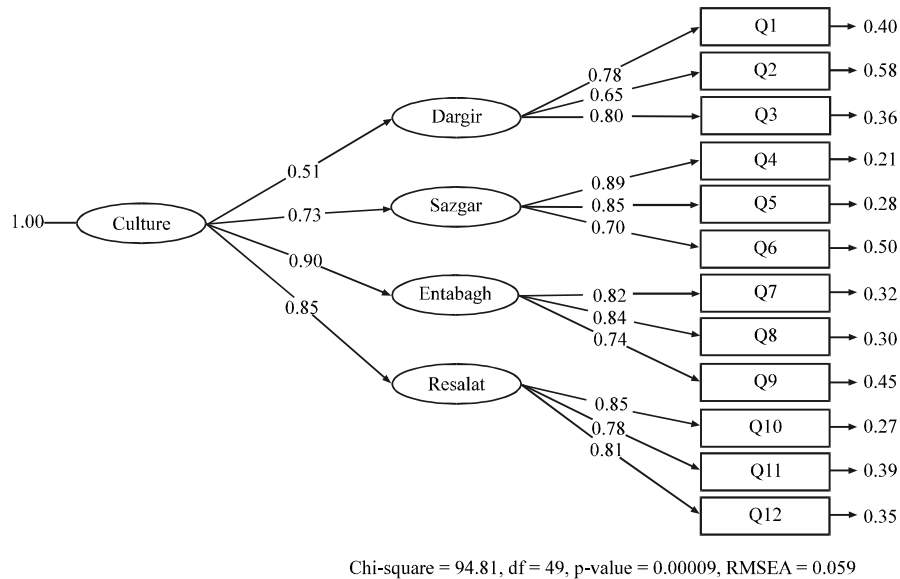
Chi-square = 94.81, df = 49, p-value = 0.00009, RMSEA = 0.059

Fig. 2: Organizational culture measurement model

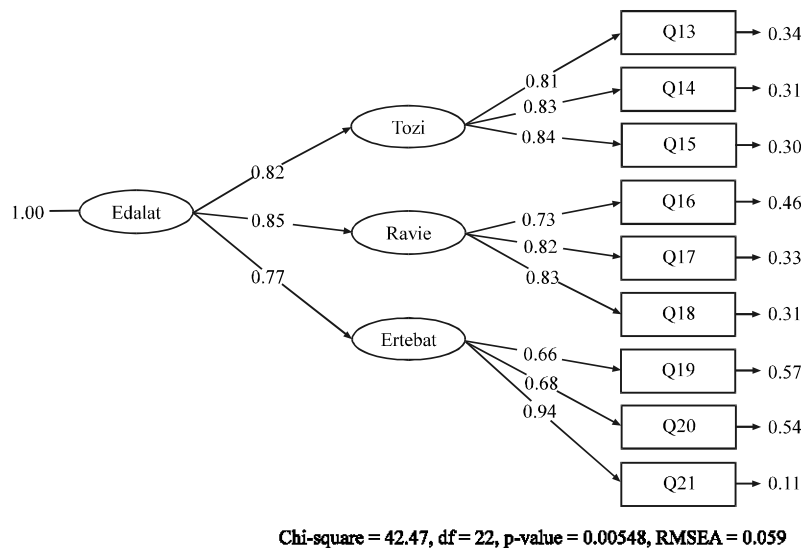Chi-square = 42.47, df = 22, p-value = 0.00548, RMSEA = 0.059

Fig. 3: Organizational justicemeasurement model

RESULTS AND DISCSSION

Hypotheses testing: To test the study's hypotheses, it was used the path analysis method. The path diagram could be used as a means to display this matter what variables are led to be some changes in other variables. If model draw in form of the path diagram confirmed by the fitness indexes, the path diagram can be used to test hypotheses about the existence of a causal relationship between the current variables in the path diagram. Therefore, the first step is used to determine the model's

fitness. Figure 5 is the given path to test the study's hypotheses. This path is consisted of relationships between the study's variables that make up the overall research model and their set of hypotheses. Fitness indexes for the above model are as follows.

These indexes represented the very high fitness of model. In other words, the study's theoretical model is confirmed. Since this model was confirmed by the fitness indexes, so it can be used to test the study's hypotheses. Table 2 shows the results of the hypotheses testing about the relationships between the study's variables.
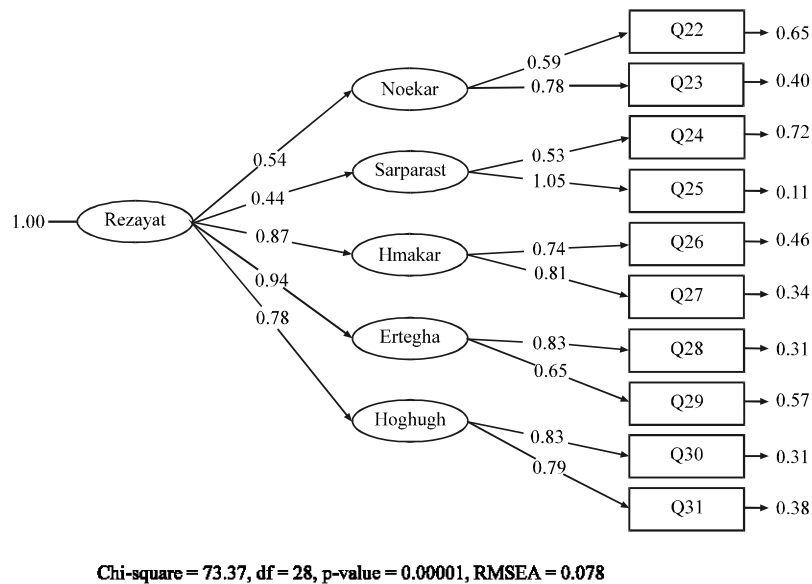
Chi-square = 73.37, df = 28, p-value = 0.00001, RMSEA = 0.078

Fig. 4: Job satisfaction measurement model

Chi-square = 124.53, df = 47, p-value = 0.00000, RMSEA = 0.079
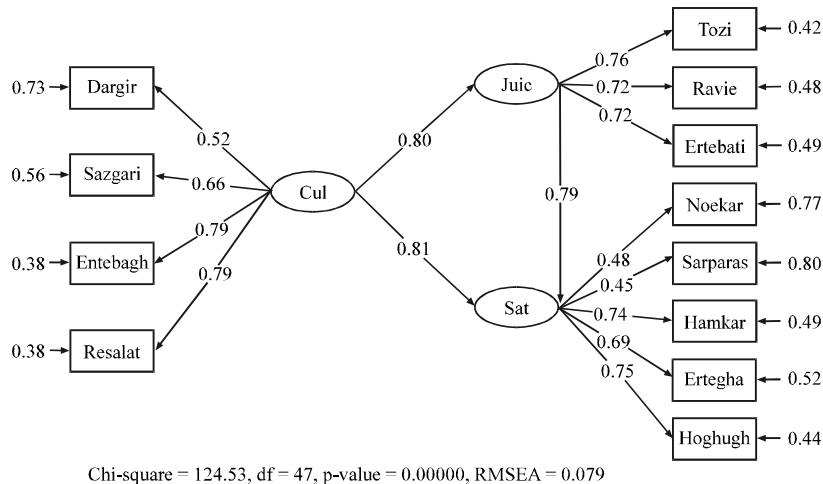
Fig. 5: The study's model diagram

Table 2: Results of the hypotheses tests

Independent variable	Dependent variable	Path coefficient	No hypothesis	Position of confirmation
Organizational culture	Job satisfaction	0.81	H_1	Verified
Organizational justice	Job satisfaction	0.79	H_2	Verified
Organizational culture	Organizational justice	0.80	H_3	Verified

Therefore, there was a relationship between organizational culture by path coefficient of 0.81 and organizational justice by path coefficient of 0.79 with job satisfaction and organizational culture and organizational justice by path coefficient of 0.8. In other words, there is a relationship between organizational culture and organizational justice with job satisfaction. In addition, there is a relationship between the organizational culture and organizational justice. However, all the given hypotheses were confirmed.

CONCLUSION

The role and contribution of employees who are satisfied with their jobs is the clear thing to promote the organizations. Therefore, investigating the factors that can lead to the job satisfaction has been very important for modern organizations. Job satisfaction is one of the variables thataffect both the quality of work and employees' performance and the quality of their personal life and can lead to the development of society. Since, people spent a major part of hours at their workplace

daily, job satisfaction can lead to their physical and mental health and improve physical and mental health of individuals in society in general.

The affecting variables on job satisfaction are very diverse that the most important including the absence of work, leaving of work, citizenship behavior, destructive and regressive behavior and job performance. In addition to these variables, there are factors that provide the grounds of creating job satisfaction and as the important variables affect job satisfaction. They affect both directly and indirectly on job satisfaction.

The two variableswere investigated such as the organizational culture and organizational justicein this study andanalyzed their direct and indirect effects on each other and job satisfaction. The results of this study indicated that organizational culture and organizational justice are equally impact onjob satisfaction and the importance of organizational culture is a little more. While there ciprocal effect of the organizational culture and organizational justice is also striking on each other.

The results of this study were confirmed the result by Zarei (1996) and Gillespie *et al.* (2008) study that the effect of organizational culture on job satisfaction was confirmed and also they are consistent with the results by Denison *et al.* (2007)'s study, where it is confirmed that the relationship of the organizational culture is consistent with improving the quality measures of organizational performance including quality, innovation and service development and job satisfaction.

In addition, the results of this study are consistent with the results by Colquitt (2001) and confirmed their results.

Using the results of this study, the role and importance of organizational culture andattention to organizational justice was reaffirmed and the necessity of attention to the organizational culture has been investigated in promoting employees' job satisfaction level and the impact that being organizational justice can has on improving the employees' job satisfaction. Job satisfaction as one of the most important achievements of today's organizations may play a very important role in improving the quality of the working life of individuals in society and help to the promotion and the development of the employees within organizations and improve the culture of the organizational citizenship.

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