



## International Journal of Applied Business and Economic Research

ISSN : 0972-7302

available at <http://www.serialsjournal.com>

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Volume 15 • Number 5 • 2017

## Investigating Seven Strategic Role Aspects of Organizational Justice in Improving Labor Productivity

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### ABSTRACT

In this study, seven strategic role aspects of organizational justice in improving labor productivity in level of government agencies in Isfahan city has been studied. The present study, in terms of objective is applied and in terms of methods is descriptive – correlation type. The study population included the 700 employees of government agencies in Isfahan city in 2016 which utilizes Morgan table, 248 people determined as sample and randomly selected. The data collection tool is made by two questionnaires that after the validity and reliability have been distributed among the participants; data analysis using Pearson correlation test, linear regression and analysis of variance (Anova) was done through 21Spss software. Hypothesis test results indicate that there was a significant relationship between the size of seven organizational justice (procedural, communication, distribution, intelligence, language, cognition, emotion, observation) and improving labor productivity and the realization of justice in the tremendous growth in labor productivity can be achieved. In the end, the results were discussed and necessary recommendations have been presented.

**Keywords:** Organizational justice, human resources, productivity.

### 1. INTRODUCTION

The main objective of the mission management and managers of organizations is the effective and efficient use of various resources such as labor, capital, materials, energy and information. In this mission, efficient use of manpower (labor productivity) has special importance because humans, unlike other resources, have wisdom and discretion and the manager cannot simply use it and more importantly human resources not only is an organizational resource, but only factor is the employment of other factors. This role will become more important in service organizations because man is brave in scene work and related

services. Now, if this man is motivated and capable and productive resources can be used efficiently and optimally and fulfill a variety of productivity and ultimately benefit the organization or bring stagnation and backwardness passive manpower and motivation. But how the manpower productivity is but how the manpower is productivity or his/her productivity increased. The question is to answer it in enterprises and organizations of all sizes to fit their mission and needs of employees is different. One key factor that plays an important role in creating and enhancing productivity, is organizational justice. In fact, according to the dynamics of organizational justice and environmental change as a new field of study has gained particular importance to managers and employees. Justice and equality in the organization is indicated in terms of ethical behavior in an organization. One of the variables that can affect the productivity of human resources, is organizational justice. Justice is a concept associated with community and is present in most aspects of life. It is a common belief in our culture that the consequences of anything must be accompanied by justice. Justice organization concept is often referred to as organizational justice. Greenberg in the study showed that the norms of the organization's managers with unfair and unjust practices violate employees show causes of negative response to these behaviors, so the reflection of organizational justice in managers' behavior leads to good conditions exist for the organization and employees. Organizational justice widely in the fields of management, applied psychology and organizational behavior research has been studied. Research has shown that justice processes play an important role in the organization and how to deal with people in organizations may beliefs, feelings, attitudes and behaviors affect employees. Fair treatment by the organization with employees generally leads to higher their commitment to the organization and their extra-role behavior.

### **A. Main hypothesis**

It seems that there is a significant relationship between organizational justice and labor productivity.

### **B. Secondary hypotheses**

It seems that there is a significant relationship between distributive justice and labor productivity. It seems that there is a significant relationship between procedural justice and labor productivity. It seems that there is a significant relationship between interactional justice and labor productivity. It seems that there is a significant relationship between emotional justice and labor productivity. It seems that there is a significant relationship between linguistic justice and labor productivity. It seems that there is a significant relationship observed between justice and labor productivity. It seems that there is a significant relationship between informational justice and labor productivity.

## **2. THEORETICAL FOUNDATIONS**

Justice in view of utilitarianism, rotates on an axis of "good" and less attention is paid to the concept of "right". Utilitarianism, believed that human beings are always trying to sexually arousing never have to get up and resentment to a minimum. So the morally right thing is a total joy to most people and their suffering to a minimum. In this respect, in view of utilitarianism, justice is a mechanism that has too much ambition and hedonism to control and amend inequality in the society based on "charity distribution system." The benefit of a profit-oriented know the ultimate justice. (Bashiriyeh, 2000: 42) According to Aristotle, justice is behavior against people. (Marami, 1999, p. 16) Aristotle believed that the revolution that the masses because they are treated with injustice. (Kazemi 2000, p. 59) from the perspective of Thomas Aquinas true

justice when ruling concessions to every man according to his dignity and strength. (Kazemi 2001, p. 53) Fernandes and Awamleh quoted by Greenberg suggest that organizational justice refers to the fair treatment and fair organizations with employees (Pourezzat, 2008: 22).

### **Procedural Justice**

The righteousness of perceived procedural justice process that is used to determine bonuses. According to Leventhal, six law that, when applied, fair procedures longevity: 1. Stability Law: When the allocation procedures should be a constant for all the time 2. Prevention Act of bias and prejudice: When the decision makers of personal gain should be discouraged during the allocation process 3. Right law: refers to the usefulness of the information used in the allocation process 4. Ability to modify law: There are opportunities for change refers to an unfair decision 5. Agent law: When the needs, values and perspectives of all affected sectors by the allocation process should be considered 6. Moral law: Allocation process in accordance with the law should be consistent with the moral and ethical values. Organizational procedures show the way the organization allocate resources (Monavaryan, 23: 1993).

### **Interactional Justice**

The third type of justice in organizations, called interactional justice. Interactional justice, including the way that organizational justice is transmitted by supervisors to subordinates. (Scandura, 1999) This kind of justice is related to the aspect of communication (such as courtesy, honesty and respect) between sender and receiver of justice (Hossein Zadeh, and Nasser, 45: 2007).

### **Informational Justice**

This suggests that the distribution of information on the practices, communication and dissemination of results should be fair stressing that today one of the most respected information available for the development of human capital and economic capital. Justice on the interpretation and approval procedures centralized decision-making (Ahmadi, Ziaei and Sheikhi, 48: 2011).

### **Emotional Justice**

Evidencing the parties is in the process of justice must be developed so that achievement, especially in terms of how people feel equal respect and dignity and even reputation, be fair; the development process should be designed justice for one's honor and reputation provided more than others (Pourezzat, 231: 2008).

### **Observational Justice**

Evidencing the process of justice and the distribution of results and emotions, and the nature of the behavior and interaction of human and system in the organization, must feel fair to observe and develop an external cause; the feelings of the judgment was fair, lead in promoting justice in the organization (Pourezzat, 231: 2008).

### **Linguistic Justice**

Evidencing the construction of the nature of language and communication at various levels within the organization and its members must promote fair and equitable practices among them. In this dimension of

justice, emphasizing aspects of language and the type of interaction between people is considered common terminology (Pourezzat, 231: 2008).

### **Productivity**

Improve the productivity issue from the beginning of human history, and in all economic and political system has been introduced, but research on how to increase productivity on a regular basis and within the framework of scientific discourse analysis of around 230 years ago is seriously considered by scholars (Taheri, 20: 2006)

**Partial productivity:** the value and quantity of products to a class of inputs, productivity is called partial. For example, production hours per person (standard labor productivity), or value and volume of product produced per ton of raw material (Material Productivity ) interest income or output per Rials (capital productivity), etc. (Taleghani et. al., 115: 2011)

**Total productivity of production factors:** the ratio of net product to total inputs of labor and capital productivity is called total factor productivity. Usually instead of net value added Total costs of labor and capital in the face and put in the denominator. This criterion for some consumer goods such as television, video and computer consumables 65 percent of the cost of producing them form is not deemed appropriate criteria (Taleghani et. al., 115: 2011)

**Total productivity:** the ratio of the value of products to the total value of all consumable elements referred to total productivity. This index, and the combined impact of all inputs and resources (such as human resources, materials and parts, machinery, capital, etc.) in relation to the value of the product obtained measures (Taleghani et. al., 115: 2011)

**Total comprehensive productivity:** Productivity is the product of index of index of non-tangible factors.

The first time ever, the word was used with different meanings. But from the beginning of this century, it was considered a special meaning. Final agreement on the meaning of that after years of discussion finally was fifty years ago. It should be noted that due to lack of understanding about the concept of productivity, social and economic characteristics of the word productivity (Mooghali and Azizi, 4: 2010).

### **The Definition of Productivity**

In Persian language word-of-mouth is as equivalent productivity, productivity dictionary, which literally is a source of productivity is derived from the word. According to Persian culture specific and efficient word meaning interest, profits and prosperity, and consequently productivity winner in literature to the disadvantage of exploitation, profit winners and success is meaning (Khaki, 22: 1998).

### **Levels of Productivity**

Productivity levels, represents the results of a system against the use of resources and facilities. The productivity of the view that systems are analyzed at what level, are divided into four levels:

### **Productivity in Staff Levels**

Productivity in the staff to analyze, measure and improve the productivity of human resources allocated and the theme of improving labor productivity, both of labor is directly or indirectly (Taheri, 35: 1999).

## **Productivity in Organizations**

As a result of productivity improvements in the efficient use resources efficiently, reduce wastes, reduce cost, improve quality and customer satisfaction, pleasant work environment and increase the motivation and enthusiasm of staff has to work better which ultimately led to the growth and development of the organization will follow. In such organizations, the so-called learning organizations say (Taheri, 35: 1999).

## **Labor Productivity**

Labor productivity is the optimum use of human resources to achieve the goals of the organization and how to use the youth, middle age and even retirees. Different levels of government concerning what should be considered to increase productivity, human factors; because today almost all developed countries to acknowledge the fact that improves the productivity, especially labor productivity is the source of economic growth and national prosperity. Human resources as one of the most valuable assets of any organization on the one hand directly in the production of goods and services and on the other as a sentient and coordinating with other factors known and has a special place among other factors. Therefore, factors affecting productivity of human resources is of considerable importance (Taleghani et. al., 115: 2011).

## **3. LITERATURE REVIEW**

- In a study commissioned by doctor Arian Gholipour and Ali Asghar Pourezat as (outcomes emotional of organizational justice), it was shown experimentally observed that injustice and justice organizations, especially against citizens emotional behaviors, undermine organizational identity, job satisfaction and customer satisfaction, and ultimately undermine the loyalty and commitment to the organization reduces.
- Studies and Research, Leiden (2003) suggest that organizational justice leads to behaviors altruism, conscientiousness and helpful behaviors. In researches of Cohen, Charash and Spector (2001), based on the (effects of organizational justice on job satisfaction dimensions) are as follows: organizational justice has a positive impact on all dimensions of job satisfaction.
- In researches of Meng, Ngo and Wong (2006) based on (the effect of organizational justice on organizational variables such as organizational trust and confidence in the head) show that no matter how employee perceptions of organizational justice is further increased their confidence in the organization and supervisors and followed by the motivation and performance of employees has gone up and more will facilitate access to organizational goals.
- In a study entitled The Effect of Organizational Justice on employees' performance by Hamid Ramin Mehr, PhD student of public administration, the effect of organizational justice on employee performance has been studied. The results showed that the components of procedural justice and distributive justice affect the performance of employees. But it became clear that there was not very strong relationship between the third component of organizational justice (interactional justice) and employee performance. This means that the employees' perceptions of interactional justice in this organization has not had much impact on their performance. The following hypotheses of research and analysis will be discussed in detail.

#### **4. METHODOLOGY**

The present study, in terms of objective is applied and in terms of methods is descriptive - correlation type. The study population included the 700 employees of government agencies in Isfahan city in 2016 which utilizes Morgan table, 248 people determined as sample and randomly selected. Based on about 248 questionnaires the subjects among which about 230 questionnaires have been acceptable and has been analyzed. In this study, random sampling was used for sampling. Data analysis and hypothesis testing of correlation analysis (Pearson) and was conducted using Spss 21 software. The assessment tool is data collected includes two standardized questionnaire regarding issues of labor productivity (questionnaire made) and organizational justice (Niehoff and Moorman questionnaire). Notably, since the questionnaire, Niehoff and Moorman only three dimensions of organizational justice is examined, researcher to measure the four dimensions of organizational justice, has produced a number of questions that have been studied and approved by a number of management experts. The questionnaire contains 40 questions and the organizational justice of labor productivity included 36 questions. In order to assess the validity of the questionnaire the content validity of the judgment is used, thus, an initial questionnaire between three faculty members and distribution of their final questionnaire was developed by applying corrective feedback.

Cronbach's alpha also include other variables of organizational justice: distributive justice 83 percent, procedural justice 81 percent, observational justice 88 percent, emotional justice 89 percent, informational justice 86 percent, linguistic justice 87 percent and interactional justice 85 percent.

#### **5. DATA ANALYSIS**

##### **Descriptive Statistics**

In this study, the authors collected demographic data using analysis tools to properly describe and evaluate the results of which are as follows;

##### ***Age of Respondents***

The results show that 19 percent of respondents aged between 30-20, 31 percent between the ages of 40-30, 32 percent between the ages of 40-50 and 18 percent higher than 50 years.

##### ***Gender of Respondents***

The results of the questionnaire showed that among the respondents, 71 percent were men and 29 percent women have dedicated themselves.

##### ***Work Experience of Respondents***

Duration of service, respondents indicated that 26 percent between 1-10 years, 21 percent between 10-15 years, 28 percent between 15-20 years and 25 percent are older than 20 years of work experience.

##### ***Education Level of Respondents***

The results indicated that 22 percent of respondents have a diploma, associate degree, 23 percent, 43 percent of experts and 12 percent have master and doctorate degree.



### **Descriptive Statistics Available on the Organization's Productivity**

According to the results in Table 44.1, the average obtained from questions of organizational structure for subjects is 2.84, given that the number of questions for productivity variable is 36, the maximum score for each question is 5 and minimum score is 1 and the normal average is 3. Accordingly, the result of estimation of respondents is less than average scores which indicates that respondents from the perspective of productivity in the organization is less than average.

**Table 44.1**  
**Descriptive statistics related to the productivity of the organization**  
**Descriptive Statistics**

	<i>N</i>	<i>Range</i>	<i>Minimum</i>	<i>Maximum</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Variance</i>
Productivity	230	2.00	1.80	3.80	2.842	0.703	0.495

### **Descriptive Statistics Justice within the Organization**

According to the results in Table 44.2, the average obtained from questions of procedural fairness to the subjects is 2.50, given that the number of questions for organizational justice is 40. Maximum of 5 points for each question and minimum of score is 1 and the third is the normal average.

**Table 44.2**  
**Descriptive statistics about the amount of justice in the organization**  
**Descriptive Statistics**

	<i>N</i>	<i>Range</i>	<i>Minimum</i>	<i>Maximum</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Variance</i>
Justice	230	1.23	1.95	3.18	2.504	0.272	0.074

### **The Results of Statistical Analysis**

In this study, data analysis and hypothesis test, Pearson correlation analysis was performed using Spss21 software. According to information on any of the assumptions is given below.

#### **Main Hypothesis Test**

The relationship between distributive justice and productivity: According to Table 3 shows the results for the variable of organizational justice and organizational productivity (sig = 0.000) is smaller than 0.05. Therefore, we can say that the hypothesis about the relationship between distributive justice and recognition of degrees is 99% approved.

**Table 44.3**  
**Correlation test between productivity and organizational justice**

	<i>Pearson Test</i>	<i>Justice</i>
<i>Productivity</i>	Pearson Correlation	**0.655
	Sig.(2tailed)	0.000
	N	230

### Fitness of Regression Model

Regression analysis is a method of examining the impact of causal factors on each other that the simplest regression, linear regression is shown as follows:

$$Y = B + BX$$

In this model can be seen that X is independent variable and Y is the dependent variable. With this model can show how changes affect X on variable Y. Therefore, for investigation and a model of productivity (Y) and organizational justice (X), then examine the quality indices in the table below models will be fitted to the model. According to statistics Table (4-19) can be said that the correlation coefficient is equal to 0.655.

**Table 44.4**  
**Results of normality tests of productivity variable data distribution**

<i>Standard deviation</i>	<i>Corrected coefficient of determination</i>	<i>Coefficient of determination</i>	<i>Correlation coefficient</i>
0.512	0.424	0.430	0.655

According to statistics Table 44.4 it can be noted that the correlation coefficient is equal to 0.655. Coefficient of determination obtained 0.430 that this value indicates that the percentage changes organizational justice 0.430 is related to the organizational structure and the rest depends on other factors. The disadvantage of this method is that it does not consider the number of degrees of freedom. The reason for this problem is usually adjusted coefficient of determination which in this case is equal to 0.424 percent that Table 44.5 the significance of the regression is calculated by F test.

**Table 44.5**  
**Regression analysis of labor productivity and organizational justice**  
**ANOVA**

<i>Changes Source</i>	<i>Sum of squares</i>	<i>Degrees of freedom</i>	<i>Average of squares</i>	<i>F statistic</i>	<i>Significance level</i>
The effect of regression	18.416	1	18.416	70.064	0.000
Remaining	24.445	228	0.263		
Total	42.861	229	–		

Results of variance analysis shows that a significant level has been calculated for the test against (0.000) and highlights the significance of regression in 99% (Sig = 0.000). Also Histograms diagram drawn on the regression residuals normality hypothesis is confirmed, the linear regression model estimates are acceptable. According to the Table 44.6 can be calculated regression equation using column B as follows:

$$\text{Error} + \text{organizational justice} (1.626) + -0.953 = \text{Productivity}$$

**Table 44.6**  
**Regression model of the impact of organizational justice on the labor productivity**  
**Coefficients**

<i>Model</i>	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>	<i>t</i>	<i>Sig.</i>
Constant Value	-0.953	0.489	–	-1.947	0.005
Organizational Justice	1.626	0.194	0.655	8.370	0.000



### Sub-hypotheses Test

#### *First Hypothesis Test*

Distributive justice and productivity: According to Table 44.7 shows the results for the variable distributive justice and productivity (sig = 0.000) is smaller than 0.05. On this basis we can say that the hypothesis about the relationship between distributive justice and labor productivity by 99% confidence level is approved.

**Table 44.7**  
**Correlation between productivity and distributive justice**

	<i>Pearson Test</i>	<i>Distributive justice</i>
<i>Productivity</i>	Pearson Correlation	0.610**
	Sig.(2tailed)	0.000
	N	230

#### *Second Hypothesis Test*

**Procedural fairness and productivity:** According to Table 44.8 shows the results for the variable justice and procedural productivity (sig = 0.000) is smaller than 0.05. On this basis we can say that the hypothesis about the relationship between procedural justice and labor productivity by up 99% is approved.

**Table 44.8**  
**Correlation test between productivity and procedural justice**

	<i>Pearson Test</i>	<i>Procedural justice</i>
Productivity	Pearson Correlation	**0.367
	Sig.(2tailed)	0.000
	N	230

#### *Third Hypothesis Test*

**Interactional justice and productivity:** According to Table 44.9 shows the results for the variable communication justice and productivity (sig = 0.000) is smaller than 0.05. On this basis we can say that the hypothesis about the relationship between interactional justice and recognition of degrees 99% is approved.

**Table 44.9**  
**Correlation test between productivity and interactional justice**

	<i>Pearson Test</i>	<i>Interactional justice</i>
Productivity	Pearson Correlation	**0.481
	Sig.(2tailed)	0.000
	N	230

#### *Fourth Hypothesis Test*

**Emotional justice and productivity:** According to Table 44.10 shows the results for emotional justice and productivity variable (sig = 0.000) is smaller than 0.05. On this basis we can say that the hypothesis about the relationship between emotional justice and recognition of degrees 99% is approved.

**Table 44.10**  
**Correlation test between productivity and emotional justice**

	<i>Pearson Test</i>	<i>Emotional justice</i>
Productivity	Pearson Correlation	**0.563
	Sig.(2tailed)	0.000
	N	230

### *Fifth Hypothesis Test*

**Linguistic justice and productivity:** According to Table 44.11 shows the results for the variable linguistic justice and productivity (sig = 0.000) is greater than 0.05. Based on this hypothesis can be said about the relationship between linguistic justice and labor productivity by 99% confidence level will not be approved.

**Table 44.11**  
**Correlation test between productivity and linguistic justice**

	<i>Pearson Test</i>	<i>Linguistic justice</i>
Productivity	Pearson Correlation	**0.397
	Sig.(2tailed)	0.000
	N	230

### *Sixth Hypothesis Test*

**Informational justice and productivity:** According to Table 44.12 shows the results for the variable information and the productivity of justice (sig = 0.000) is smaller than 0.05. On this basis we can say that the hypothesis about the relationship between informational justice and labor productivity by 99% confidence level is approved.

**Table 44.12**  
**Correlation test between productivity and informational justice**

	<i>Pearson Test</i>	<i>Informational justice</i>
Productivity	Pearson Correlation	**0.483
	Sig.(2tailed)	0.000
	N	230

### *Seventh Hypothesis Test*

**Observational justice and Productivity:** According to Table 44.13 shows the results for the variable observational justice and productivity (sig = 0.000) is smaller than 0.05. On this basis we can say that the hypothesis about the relationship between justice and labor productivity observed with the 99% will not be approved.

**Table 44.13**  
**Correlation test between productivity and observational justice**

	<i>Pearson Test</i>	<i>Observational justice</i>
Productivity	Pearson Correlation	**0.391
	Sig.(2tailed)	0.000
	N	230

## **6. DISCUSSION AND CONCLUSION**

The results of the strategic role of organizational justice in improving labor productivity suggests that organizational justice is a significant and positive relationship with productivity, it means that by increase equity in the organization, labor productivity will increase and reduce organizational justice, productivity is also reduced. Spss21 output also showed that organizational justice and productivity, have a significant relationship. The results also indicate that distributive justice has the highest correlation with labor productivity, it means that the higher the reward, revenue and facilities granted to employees, based on justice and is commensurate with ability and expertise, leads to improvement of productivity, effectiveness and ultimately productivity. Perhaps one reason for this is that the distribution of work, terms of increasing distributive justice provided and makes each employee to achieve adequate results of their work. As for the relationship between procedural justice and productivity, the results showed that by increasing procedural justice in the organization, staffing and organizational productivity rises and facilitate the achievement of organizational goals to staff and managers. One reason for this is that fair decision-making procedures and employee participation in corporate decision making, makes sense of unity and commitment among employees and organizations exited that this makes the satisfaction of the decisions and programs adopted in the organization. The findings about the relationship between interactional justice and productivity suggests that there is a strong correlation between these two variables, in fact, by increasing communication justice organizations, labor productivity increases, this means that with improved interaction and communication between employees and managers, labor productivity and organization are improved. And this is proof of the satisfaction of job status and its organization in addition to motivating employees in the organization, growth areas and enhance the ability of staff also provided. The findings about the relationship between justice and productivity also suggests a sense that there is a strong correlation between these two variables, in fact, with an increase in the sense of justice, labor productivity increases, this means that by increasing the perception of fairness in the organization by employees, is provided due to improve labor productivity and organization including the consequences of increased employee commitment to the organization's managers and organizational goals, in fact, the perception of fairness in the organization, employees will have to pay more attention to organizational goals and do not separate organizational goals from individual goals and this is why employee satisfaction and organizational job status in addition to increasing the motivation of employees in the organization, which provides growth areas and enhancing the ability of its members. The findings about the relationship between justice and productivity linguistic suggests a strong correlation between these two variables, in fact, by increasing linguistic justice organizations, labor productivity increases, this means that with better organization and terminology used in accordance with the position of people in the organization and lack of respect for employees, due to improve labor productivity and organization provided that such consequences increase employee commitment to the organization's managers and organizational goals, in fact, with improved linguistic justice in the organization, employees are paid more respect to the administrators. Organizational goals do not separate their personal goals and this causes the satisfaction of the condition and position in the organization. The research findings about the relationship between justice and productivity data indicate that there is strong correlation between these two variables, in fact, leadership, by providing timely information and provide appropriate organization to improve employee productivity and would be in increasing motivation, commitment and satisfaction. In fact, the improvement of justice in organizations, employees compared to the managers, are paid more confident and do not consider themselves distinct from the organization. Alexander & Ruderman (1996) in their study,

based on a sense of equality in the organization and its staff express if justice and equality in all sectors and organizational units feel, not only increased productivity but also organizations with their work they face greater productivity, and facilitate access to organizational goals. The results of Spector (1997) and tire and Davos (1993) has also shown that people in the organization accept the decision that is the result of unfair practices to make a decision that is due to unfair methods. The findings of this research also confirmed some of the findings of the present study. Accordingly, the findings of this study include the remarkable and important. The difference between how different aspects of organizational justice impact on labor productivity has been such results that knowledge for managers in taking measures to improve the sense of justice in the organization will be useful. Understanding the dimensions of organizational justice to what extent, it affects labor productivity, a better understanding of angles and dimensions and how to influence organizational justice is achieved and planning how best to develop it after justice and thus facilitate the achievement of individual and organizational goals. As a result of the findings, it is suggested, if managers seek to raise equity and its realization in the organization, it is necessary to be paid in full knowledge of the productivity and dimensions of organizational justice and with careful planning and proper to identify and resolve barriers to justice. It also suggested that for future researches, researchers intend to study in the field of organizational justice were to evaluate the effectiveness of various aspects of organizational justice on labor productivity and the relationship between the two, and that these effects will follow what the consequences for the organization.

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