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THE RELATIONSHIP BETWEEN ORGANIZATIONAL JUSTICE, HEALTH AND INNOVATION AMONGMANAGERS AND EMPLOYEES OF GENERAL DIRECTORATE OF SPORT AND YOUTH OF MAZANDARAN

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ABSTRACT

This study has been done to study the relationship between organizational justice, health and innovation among managers and employees of general directorate of sport and youth of Mazandaran. This research is considered a field-survey one from the application purpose and data collection viewpoint. The staff of general directorate of sport and youth of Mazandaran province forms this research population. Because the population is low, we chose the statistical sample as all involved, which is consisted of 78 people. Data collecting tools were organizational health standard questionnaire, organizational justice inventory and organizational innovation that were measured by Likert 5 point scale. Cronbach's alpha coefficient calculated in this research, in an initial study with distribution of 15 questionnaires, was organizational health 88.7, organizational justice 77.6 and organizational innovation 84.8.

The results of the research showed that there is a positive and significant correlation between distributive justice, procedural justice, interactional justice and innovation, as a result, the more the organizational justice is in a good and high level the more the staff innovation increases. Also the results of the research showed that there is a positive and significant correlation between the components of organizational health(except for institutional unity) and innovation, as a result the more the organizational health is in a good and high level, the more the staff innovation increases.

Keywords: Organizational justice, Organizational health, Organizational innovation, Sport and youth organizations

INTRODUCTION

Justice is a category that most scientists and many authors have thought in its concept reflection and have talked about the description of its critical value. Also tales and legends of each nation suggest stories that they taught lessons of morality and justice in them, and also in the philosophical tradition of the west, from the time of Plato and Aristotle, they have written many treatises on the importance of justice, and above all, in most scriptures, justice and equality are of the most important concepts and messages sent by God to human beings (Chelladurai[1], 2006).

Although the concept of justice is a part of any civilization, but the discussion of organizational justice and its importance, is a matter that has been proposed in recent years. One of the major evolutions that have been shaped in the modern management is the change in attitude toward organization. Until two decades ago it was thought that organizations are rational tools to create coordination and to control people in order to achieve the objectives, and contain general levels of effective elements, parts and units, and are based on relationships of power (Dobers[2], 2009), but today it is claimed that the organizations are more than this matter and paying attention to issues like organizational justice and organizational health as relatively new phenomena, is under more consideration in study of organization and modern management, and in recent decades is extremely comprehensive (Dobers, 2009).

When people have a positive attitude to work, management or the organization where they work in, their motivation to work better increases, and the opposite is also true (Johnson et al[3], 2005).

On the other hand, one of the factors that assist organizations in order to achieve their goals is organizational health of them. Healthy organization is an organization that not only lasts in its environment, but also compromise enough in a long period of time and continuously develop and expand its ability to survive and compromise (Hoy and Miskel, 2003).

Organizational health helps the organization sustain with the environment, and to create correlation among its staff to achieve their goals. Many similar studies have been done on the relationship between organizations and individuals, and states that the organization is ill or healthy. The organization shall work fully correlated. Similarly, all the organization

[1] Chelladurai, (2006).
[2] Dobers, peter, (2009).
[3] Johnson , R. Selenta, Ch. & Lord, R. (2006)

sub-systems should be coordinated together to achieve to their organization health. A healthy organization is related to tasks; and they do regular and effective role to provide goods and services, and the organization has an important role in coordination at the organizational level to achieve the goals set.

Organizational health was defined as the ability of the organization to adapt to its environment, creating correlation among members of the organization and the achievement of its objectives (Korkmaz [4], 2007). Moradi Chaleshtori (2008), with a quotation of Maibz says: Organizational health indicates a situation beyond the short-term effectiveness of the organization and notes a set of relatively durable organizational features. In this sense, a healthy organization, not only remain stable in its environment, but in the long term is capable of being sufficiently adapted to their environment, build and expand necessary skills for their survival. Robins (2005) in his definition of creativity says: Creativity means the ability to combine ideas in unique ways or create a continuum between these ideas. He goes on to define creativity as producing a fusion of ideas and creative approaches by individuals or groups in a new way.

For this reason it is essential that managers are aware of the process of managing creativity in organizations and encourage that by some processes, so that the organizations can be effective by using creativity and be able to find newer, better and more creative ways to do tasks. Also increased levels of organizational creativity cause organizations to be more flexible in the face of crisis, and deal reasonably with problems and bottlenecks and if a change in the organization is needed, after careful and wisely consideration, they will apply it (Talebpour, 2008).

The organizational justice as well as other important variables in organizational behavior such as organizational commitment and job satisfaction has found a special place management literature. Studies in this area show an increasing pace and outcome of this research have been new developments in this area (Greenberg and Colquitt[5], 2005). Since the majority of people work in is done organizations, managers can speed up appearance of creativity with providing appropriate background and this will not be achieved unless managers themselves have creative intellectual horizons. According to the requirements of different areas of sports science to provide appropriate patterns for a

[4]Mehmet Korkmaz (2007).

[5]Greenberg, J. & Colquitt, J. A. (2005).

change in knowledge and insight of the audience, the challenge ahead, which is the lack of proper creativity in different aspects of sports sciences is identified, and improved with an emphasis on organizational factors and organizational justice system that have a significant impact in shaping desirable behaviors. With regard to the cases described above and the role of physical education in the Mazandaran province, it became clearer and made the researcher to examine the relationship between organizational justice and organizational health and creativity from the viewpoint of managers and staff of general directorate of sport and youth.

RESEARCH METHODOLOGY

Since the main objective of this study is the relationship between organizational justice and organizational health and creativity in the general directorate of sport and youth of Mazandaran province, therefore, the aim of this research is in the area of applied research, and due to the fact that the methods of library studies and field methods such as questionnaires were used in this study, it can be said that the present research is a descriptive-survey research based on its nature and method.

The staff of general directorate of sport and youth of Mazandaran province forms this research population. To determine the statistical sample the method of all involved is used, and considering that the number of staff of general directorate of sport and youth of Mazandaran province is 78 people, then the sample population is 78 people.

In the collection of data related to literature of the subject and background of the research, library methods have been used, and In order to gather information to confirm or refute the hypothesis of the research, the field method and questionnaire have been used.

Organizational creativityquestionnaire that is consisted of 16 questions and its components include the beliefs and environment of the organization, structural aspects of creativity, competence of human resources and support mechanisms for innovation.

Organizational justice questionnaire is one that measures the organizational justice in form of distributive justice, procedural justice and interactional justice. These measures have been designed in 19 items by Niehoff and Moorman in 1993.

Organizational health questionnaire, Hoy et al (1996), that this questionnaire measures seven dimensions of organizational health which are institutional unity, manager influence, consideration, building maintenance, resources support, spirit and insist on science. The questionnaire has 44 items.

Cronbach's alpha calculated in this research in an initial study with distribution of 15 questionnaires was organizational health 88.7, organizational justice 77.6 and organizational creativity 84.8. It's important to say that if Cronbach's alpha is calculated more than 0.7 the reliability of the questionnaire is evaluated favorable.

Statistical methods used

To describe data, after extraction and classification of the information collected, using software SPSS18 the mean, standard deviation, frequency and percentage has been used, and in deduction part, Kolmogorov-Smirnov test and correlation test have been used.

RESULTS AND FINDINGS OF THE RESEARCH

Table 1- Spearman's correlation coefficient

Correlation statistics	correlation coefficient	significance	number	relationship existing
Organizational justice and creativity	-0.612	0.000	78	non
Organizational health and creativity	-0.507	0.000	78	non
Organizational health and organizational justice	-0.851	0.000	78	non
Distributive justice and creativity	-0.492	0.000	78	non
Procedural justice and creativity	-0.566	<0.001	78	non
Interactional justice and creativity	-0.629	<0.000	78	non
Institutional unity and creativity	0.154	<0.000	78	yes
Manager influence and creativity	-0.379	<0.001	78	indirect
Consideration and creativity	-0.555	<0.001	78	indirect
Building maintenance and creativity	-0.430	<0.000	78	indirect
Resources support and creativity	-0.507	<0.000	78	indirect
Spirit and creativity	-0.525	<0.000	78	indirect
Insist on science and creativity	-0.535	<0.000	78	indirect

***Significant in level of 0.05, **significant in level of 0.01**

THE MAIN HYPOTHESIS OF THE RESEARCH

a. There is a relationship between organizational justice and creativity among managers and staff of general directorate of sport and youth of Mazandaran province.

According to the output of ssps in table 1, Spearman correlation coefficient for these two variables is -0.612. The number of significance observed (0.000), smaller than 0.01 that is less than standard level of significance 0.05. As a result, hypothesis one is approved and hypothesis zero refuted. Then between these two variables with 99 percent of certainty, there is a negative and indirect relationship.

That shows the fact that there is a negative relationship between organizational justice and creativity ($p<0.05$).

b. There is a relationship between organizational health and creativity among managers and staff of general directorate of sport and youth of Mazandaran province.

According to the output of ssps in table 1, Spearman correlation coefficient for these two variables is -0.507. The number of significance observed (0.000), smaller than 0.01 that is less than standard level of significance 0.05. As a result, hypothesis one is approved and hypothesis zero refuted. Then between these two variables, with 99 percent of certainty, there is a significant relationship.

That shows the fact that there is a significant relationship between organizational health and creativity ($p<0.05$).

c. Determining relationship between organizational health and organizational justice among managers and staff of general directorate of sport and youth of Mazandaran province.

According to the output of ssps in table 1, Spearman correlation coefficient for these two variables is -0.851. The number of significance observed (0.000), smaller than 0.01 that is less than standard level of significance 0.05. As a result, hypothesis one is approved and hypothesis zero refuted. Then between these two variables, with 99 percent of certainty, there is a negative relationship.

That shows the fact that there is an indirect relationship between organizational health and organizational justice ($p<0.05$).

First hypothesis:There is a relationship between distributive justice and creativity among managers and staff of general directorate of sport and youth of Mazandaran province.

According to the output of ssps in table 1, Spearman correlation coefficient for these two variables is -0.492. The number of significance observed (0.000), smaller than 0.01 that is less than standard level of significance 0.05. As a result, hypothesis one is approved and hypothesis zero refuted. Then between these two variables, with 99 percent

of certainty, there is no significant relationship.

That shows the fact that there is no significant relationship between distributive justice and creativity (p<0.05).

Second hypothesis: There is a relationship between procedural justice and creativity among managers and staff of general directorate of sport and youth of Mazandaran province.

According to the output of ssps in table 1, Spearman correlation coefficient for these two variables is -0.566. The number of significance observed (0.001), smaller than 0.01 that is less than standard level of significance 0.05. As a result, hypothesis one is approved and hypothesis zero refuted. Then between these two variables, with 99 percent of certainty, there is no significant relationship.

That shows the fact that there is no significant relationship between distributive justice and creativity (p<0.05).

Third hypothesis: There is a relationship between interactional justice and creativity among managers and staff of general directorate of sport and youth of Mazandaran province.

According to the output of ssps in table 1, Spearman correlation coefficient for these two variables is -0.629. The number of significance observed (0.000), smaller than 0.01 that is less than standard level of significance 0.05. As a result, hypothesis one is approved and hypothesis zero refuted. Then between these two variables, with 99 percent of certainty, there is no significant relationship.

That shows the fact that there is no significant relationship between distributive justice and creativity (p<0.05).

Fourth hypothesis: There is a relationship between institutional unity and creativity among managers and staff of general directorate of sport and youth of Mazandaran province.

According to the output of ssps in table 1, Spearman correlation coefficient for these two variables is -0.154. The number of significance observed (0.000), smaller than 0.01 that is less than standard level of significance 0.05. As a result, hypothesis one is approved and hypothesis zero refuted. Then between these two variables, with 99 percent of certainty, there is a significant relationship.

That shows the fact that there is a significant relationship between institutional unity and creativity (p<0.05).

Fifth hypothesis: There is a relationship between manager influence and creativity among managers and staff of general

directorate of sport and youth of Mazandaran province.

According to the output of ssps in table 1, Spearman correlation coefficient for these two variables is -0.379. The number of significance observed (0.001), smaller than 0.01 that is less than standard level of significance 0.05. As a result, hypothesis one is approved and hypothesis zero refuted. Then between these two variables, with 99 percent of certainty, there is a negative relationship.

That shows the fact that there is a negative relationship between manager influence and creativity ($p<0.05$).

Sixth hypothesis: There is a relationship between consideration and creativity among managers and staff of general directorate of sport and youth of Mazandaran province.

According to the output of ssps in table 1, Spearman correlation coefficient for these two variables is -0.555. The number of significance observed (0.001), smaller than 0.01 that is less than standard level of significance 0.05. As a result, hypothesis one is approved and hypothesis zero refuted. Then between these two variables, with 99 percent of certainty, there is a negative relationship.

That shows the fact that there is a negative relationship between consideration and creativity ($p<0.05$).

Seventh hypothesis: There is a relationship between building maintenance and creativity among managers and staff of general directorate of sport and youth of Mazandaran province.

According to the output of ssps in table 1, Spearman correlation coefficient for these two variables is -0.430. The number of significance observed (0.000), smaller than 0.01 that is less than standard level of significance 0.05. As a result, hypothesis one is approved and hypothesis zero refuted. Then between these two variables, with 99 percent of certainty, there is a negative and indirect relationship.

That shows the fact that there is a negative and indirect relationship between building maintenance and creativity ($p<0.05$).

Eighth hypothesis: There is a relationship between resources support and creativity among managers and staff of general directorate of sport and youth of Mazandaran province.

According to the output of ssps in table 1, Spearman correlation coefficient for these two variables is -0.507. The number of significance observed (0.000), smaller than 0.01 that is less than standard level of significance 0.05. As a result, hypothesis one is approved and hypothesis zero refuted. Then between these two variables, with 99 percent

of certainty, there is no significant relationship.

That shows the fact that there is a negative relationship between resources support and creativity (p<0.05).

Ninth hypothesis: There is a relationship between spirit and creativity among managers and staff of general directorate of sport and youth of Mazandaran province.

According to the output of ssps in table 1, Spearman correlation coefficient for these two variables is -0.555. The number of significance observed (0.001), smaller than 0.01 that is less than standard level of significance 0.05. As a result, hypothesis one is approved and hypothesis zero refuted. Then between these two variables, with 99 percent of certainty, there is no significant relationship.

That shows the fact that there is a negative relationship between spirit and creativity (p<0.05).

Tenth hypothesis: There is a relationship between insist on science and creativity among managers and staff of general directorate of sport and youth of Mazandaran province.

According to the output of ssps in table 1, Spearman correlation coefficient for these two variables is -0.555. The number of significance observed (0.001), smaller than 0.01 that is less than standard level of significance 0.05. As a result, hypothesis one is approved and hypothesis zero refuted. Then between these two variables, with 99 percent of certainty, there is no significant relationship.

That shows the fact that there is a negative relationship between insist on science and creativity (p<0.05).

CONCLUSION

Matching the results with practical principles require matching the results of other researchers studies. In this section, analysis of the results is explained according to the research literature associated with the study variables of this research and finally, concluding is done and recommendations are presented.

The research results showed that there is a negative relationship between distributive justice, procedural justice, interactional justice and creativity. As a result the more the organizational justice is in a good and high level, the more the staff creativity decreases, that the results of this research is consistent with the results of researches of Ronald Fischer[6] (2005) and Mahoney et al (2006), and conflicts with the results of researches of

[6] Fischer, R. (2005).

Amir Khani (2005), Johnson et al (2006), Novakoski and Conlon (2005).

As it was said distributive justice refers to the perceived fairness of the results, consequences and organizational income obtained. Distributive justice has got main principles which are: The principle of fairness, in short it suggests that justice will be achieved if the distribution of resources is done in proportion to the contributions and correlation of members or the units. This principle in sport includes the sub-rules of the effort, ability, productivity and attracting sponsor and audience. The principle of equality, that briefly indicates that the distribution of resources must be in compliance with equality between individuals. The principle of equality also includes sub-rules of equality of behavior, equality of results and equality of opportunity. The principle of demand that briefly indicates that the distribution of resources shall be based on the needs of individuals and units, and this principle has got no sub-rules. Fair treatment is an issue that the staff expects it due to the investment of their time and ability in an organization. However, the expectations of people, brings about a lot of concerns for the leaders, because they shall focus on amount of justice understood by employees, because if they fail to identify the expectations, it is unclear what will happen to the leaders and their organizations. On the other hand, the fair treatment of the organization to the staff generally leads to more commitment to the organization and their job satisfaction and higher job attachment. On the other hand, those who feel injustice are more likely to leave the organization or show low levels of creativity and may even start to show abnormal behavior, such as taking revenge (Matsuda[7], 2009).

Since the existence of organizational justice in sport regarding the important consequences of it (such as; job satisfaction, job attachment, organizational commitment, trust and etc.) is a necessary and essential matter and in addition sport and youth organizations has a major place and role in the country's sport, then the most important and only way to develop the organizational justice and its dimensions in country's sport is through sport and youth organizations.

Justice has always been up throughout history as a basic requirement for social human life. Today due to the comprehensive and thorough role of organizations in the social life of people the role of justice in the organizations has been more apparent than ever. Today's organizations are actually the

[7] Matsuda.T (2009).

miniature of the society and the realization of justice in them is just as realization of justice in the society. Because of this, today, organizational justice just like other important variables in organizational behavior like organizational commitment and job satisfaction has found a special place in management texts. Studies in this area show a growing rate and the result of these researches has been new achievements in this area. With the above explanation, managers in today organizations cannot be indifferent to this issue, because justice just like other human needs has been and is stated as a need. If managers of the organizations are after development and improvement in the organization, they shall be able to create the understanding of justice essence in their organization, in the staff.

The results of the research also showed that there is a negative relationship between organizational health component (except for institutional unity) and creativity. As a result the more the organizational health is in a good and high level, the more the staff creativity decreases, that the results of this research in consistent with the results of the researches of Mazloomi(2009), Moayyed(2008) and Ghahreman Tabrizi(2005), and conflicts with the results of Talebpour et al(2012) and Korkmaz(2007).

Organizational health is an issue that covers different dimensions. A healthy organization is the one that can have the most adaptation to its surrounding environment. This purpose needs the manager's effort to lead the environment that the staff with different types of needs and desires are working in, and want to do their duties in the best way possible, in a way that the organization output reaches the possible maximum of it.

The concept of organizational health let us have a big picture of the organization health. In healthy organizations, the staff is committed and responsible, they have high spirit and performance, the communication canals are open and profitable, and the healthy organization is a place where people like to come to their workplace and feel proud to work in this place. If we look at a healthy organization as a system, then in this situation we do not search for the organizational health in the hygiene and physical and mental health of the staff as individuals or groups, but in the existence and survival of the organization itself.

Creativity of each social system is a phenomenon based on a logical order and a subordinate of creativity of the people that the system is consisted of. As for the growth of a plant, adequate space and environment is needed, there shall also be a proper

environment for prosperity of creativity, so that mind and memory of people are set free to deal with new ideas and creating new opportunities. Innovation is accompanied with creating values. Organizations can help increasing people creativity by agreeing on values and beliefs existing in the organization, adapting to changes, noticing people, coordination in work and lining up individual and organizational goals. Also planners can set up the basis and criteria of people creativity regardless of the organizational culture.

In conclusion, it must be acknowledged that what researches like this can present is that to cause the manager to understand the factors effective and connected to organizational justice, organizational health and creativity, and regarding their positive influence, result in the fact that, studying the causes of unknown behaviors that are beyond scope of individual tasks responsible for increasing the effectiveness in the sports organizations, happens with more proper knowledge and insight.

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