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**EXPLAINING THE RELATIONSHIP BETWEEN STAFFS' PERSONALITY AND THE
ATTITUDE OF WILLINGNESS TO CHANGE IN THEM FROM THE PERSPECTIVE
OF ORGANIZATIONAL JUSTICE CASE STUDY: AGRICULTURAL BANK
BRANCHES OF LORESTAN PROVINCE**

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ABSTRACT

The current study aims to explain the relationship between staffs' personality and the attitude of willingness to change in them from the perspective of organizational justice in the Agricultural Bank Branches of Lorestan Province. Research method is cross-correlational and applied in terms of research objective. The statistical population of the study consists of all the staff of the Agricultural Bank in Lorestan Province who is totally 400 people which 196 subjects were chosen in the sample size based on Cochran formula. Data collection tools in this research includes two closed and standard inventories of Saatchi's et.al attitude to organizational change questionnaire (2010) with 18 questions and Niehoff, B. P., & Moorman's organizational justice questionnaire (1993) with 12 questions as well as researcher-made personality traits questionnaire have been used. To examine the validity of the questionnaire, content validity is used and Cronbach's alpha is used for its reliability. Testing research hypotheses and path analysis model was performed based on structural equation modeling using the software EQS version 6.1. The results showed that there is a significant positive relationship between the personality and attitude of willingness to change of the organization. Therefore, personality has a

positive causal effect on the attitude of a willingness to change of the organization. According to findings in the model, personality influence the attitude of willingness to change of the organization with 0.09 coefficients. Organizational justice with 0.52 coefficients influence people's personality and its influence on the attitude of willingness to change in the organization is 0.95 and direct .

Keywords: Staffs' personality, attitude to change, organizational justice

INTRODUCTION

With the rapid development of science and technology and complicated political and social environment, the need for creating and managing organizational change has now become important. Today, change is the most effective factor for successful business management. Organizations and individuals who work in them should have a positive attitude towards the issue of change so as to change their competitive edge in today's aggressive market. Lack of attention to the changing trends can be very costly (Mohammad Haasan Seif 2012). Managers today are faced with two basic problems: The first issue is how to develop their organization in a way that it can be better coordinated with the evolutions and changes? And the second is how to direct the organization's energy and human resources in a way that while achieving the organization's objectives and performing the mission of the system, the staff needs are also met? (Doobra and Gaman, 2011). In answering to the second question, it should be noted that some

of the management measures are not directly involved in the staff, but the employee's perception of it causes one performs a behavior in response to that action. Therefore, in the current competitive situation that organizations need people who are creatively seeking to change and improve the organization's condition, as a result, if an employee understands a sense of justice and equity, obviously, one will follow it with more interest. Individual's personality and his/her perception of organizational justice is effective on the attitude to change.

There are many questions regarding the relationship between one's personality and their attitude to change, especially the meditative role of mediation variables between the two variables is thinkable. Therefore, the main objective of this study is to explain the relationship between staffs' personality and the attitude of willingness to change in them with the mediator variable of organizational justice.

RESEARCH LITERATURE

Personality has so far been studied from different perspectives and each is defined based on the framework of related theory. Parvin and John (2001) proposed the following definition for the practical definition of personality: "personality indicates the type of person or peoples' features that includes fixed patterns of thought, emotion and behavior" (Parvin and John, translated by Javadi and Kadivar, 2002, p. 3). In another definition, Schultz and Schultz considered personality as a set of unique and stable characteristics that may change in response to different situations (Schultz and Schultz, 1989: 15).

Personality is a set of psychological characteristics that are stable in person and influence one's behavior and thoughts. Precisely speaking, one's personality is a combination of psychological characteristics that is used to determine the position of the person in the classification (Robbins and D. Seto, 1998, translated by: Shadi, Arabi and Rafie, 2006).

Nowadays organizations are the mirror of the entire facade of the society and the realization of justice in them is as the realization of justice at the community level (Parker and Koulmayer, 2005). Justice perpetuates social life and survival and

integrate the social elements together, while injustice causes their separation and collapse. In a justice-oriented system, organizations' managers are required to behave with organization's people in such a way that the dignity and honor of people are not tarnished and always takes a friendly and philanthropic attitude towards them and observe justice and equity in the distribution of resources and facilities, organizational and administrative procedures and their interaction. Besides, injustice and unfair distribution of achievements and organization's outputs undermines staffs' morale and reduce their motivation for effort and activity. Therefore, justice is the key to survival and sustainability of the development process and advancement of organization and its employees (Alvani and Pourezat, 2003: 17). Also, humans have various needs that who are constantly seeking to achieve and satisfy them and justice is the standards whereby individuals are able to judge meeting their needs in a natural setting (Folger and Kropanzano 1998). In this regard, organizational justice can be defined as follows: how the employees should be behaved to feel that they have been treated fairly. (Ariaie 110: 2006). In general, the development of the role of equality theory and the description of attitudes and behavior

of employees regarding fair deal at work has been led to identifying three different components of organizational justice i.e. distributive justice, procedural justice and interactional justice (Rezaeian 2005: 41).

Distributive justice reflect individuals' perceptions of the fairness in the distribution and allocation of resources and rewards. In other words, distributive justice is the fairness perceived from the consequences or allocations that person receives (Lambert 157: 2003). Procedural justice refers the fairness of the procedures used to determine the outcomes that employees will receive. (Devola, 2004). Interactional justice refers the equity and fairness to methods of interpersonal behavior (Halil and Tanva, 2: 2009).

On the other hand, Greenberg (2004) believes that for the effectiveness of organizational performance and peoples' satisfaction in organizations, organizational justice perceptions are necessary (Amirkhani and Pourezzat, 2008). According to Greenberg, organizational justice is associated with staffs' perceptions of working fairness in the organization (Sayed Javadin, Farahi and Taheri Attar, 56: 2008). Organizations today cannot be indifferent to this issue, because just like other human needs, justice is and will be considered as a

requirement. As organizations' managers seek to improve and develop in the organizations, they must be able to create understanding the existence of justice in their organizations (Ghorbannia, 2002). Because, perception of organizational justice is a fundamental requirement for the effective performance of employees and plays an important role in shaping their attitudes and behaviors (Lambert 2003). In total, organizational justice will lead to improved organizational performance by lubricating social formations of organization in several ways when people believe that they will be treated with fairness, they will develop more positive behaviors to their work and its results and supervisors (Moorman 1999). Organizational justice is a suitable mechanism for dealing with multiple uncertain conditions. Each of these behaviors and results contributes the strengthening of innovation, risk-taking pioneering of the organization and thereby improve the performance of organizations.

REVIEW OF LITERATURE

In an article entitled "structural empowering of nurses and individual readiness for change" by Mohammadreza Maleki et al in 2012, attention to factors such as the individual's readiness for changing in

organization's response refers the environmental changes (Maleki et al. 2012).

In another study entitled "Presenting a model to identify factors influencing the organization's response to organizational changes" done by Shahbandzadeh and Poor-Noroozi in 2013, it was found that in an organization's environment, the more transformational leadership factors of change management and flexibility is considered, the more adaptation, openness to experience and alignment with organizational accountability to change, evolution and re-configurations (Shahbandzadeh et al. 2014). In several studies, including research done by Freya and Arania (1983), Humm, Katerberg and Hiolin (1979) Mahoudid, styrene and Porter (1979), Oraili and Kaldon (1980) Vardi (1980) Astamdef and Hartmann (1984) found a significant relationship between organizational commitment and willingness to stay. Therefore, organizational commitment is effective in the survival of people in the organization.

In another study, entitled "the relationship between organizational justice and empowerment of staff conducted by Ghanbari and Dehghan in 2014, the results showed that there is a significant positive relationship between organizational justice

and psychological empowerment of employees.(Ghanbari et al. 2014).

In studying the relationship between the components of organizational justice and organizational commitment among municipality employees of Isfahan, Ghafouri and Varnoosfaderani and Golpour (2009) concluded that organizational justice and its three components has a positive and significant correlation with any of the areas of organizational commitment (affective, normative and procedural) and among the components of organizational justice, distributive, procedural and interactional components have the greatest average. (Ghafuri Varnoosfaderani and Golpour (2009).

In a study entitled the effects of procedural justice on behavior management decision making, Wang and Nair (2009) showed that when feelings of procedural justice is dominant in the organization, managers are willing to share information with employees (Wang and Nair, 2009).

In his Ph. D sissertation, Franz (2004) showed that greater empowerment of employees is the result of more robust understanding of organizational justice (Franz 2004).

RESEARCH QUESTIONS

What is the condition of perceptions of organizational justice on employees' personality?

What is the relationship between staffs' personality and the attitude of willingness to their change with the intermediary role of organizations justice?

What is the relationship between the components of staffs' personality and the attitude of willingness to their change with the intermediary role of organizations justice?

The main objectives of this research are:

1. Determining the relationship between personality dimensions and the attitude of willingness to change in them in terms of organizational justice
2. Determining the relationship between personality dimensions and three types of organizational justice, namely distributive, procedural and interactional justice

RESEARCH HYPOTHESES

The main hypothesis: there is a significant relationship between the staffs' organizational personality and the attitude of willingness to their change.

Second hypothesis: there is a significant relationship between the staffs' intra-ethnic

organizational personality and the attitude of willingness to change in them.

Third hypothesis: there is a significant relationship between extroversion dimension of organizational personality and the attitude of willingness to change in them.

Fourth hypothesis: there is a significant relationship between agreeableness of staffs' organizational personality and the attitude of willingness to change in them.

Fifth hypothesis: there is a significant relationship between openness to experience of staffs' organizational personality and the attitude of willingness to change in them.

Sixth hypothesis: there is a significant relationship the consciousness dimension of staffs' organizational personality and the attitude of willingness to change in them.

RESEARCH METHODOLOGY

Research method is cross-correlational in terms of nature and method and applied in terms of research objective. The statistical population of the study consists of all the staff of the Agricultural Bank in Lorestan Province who were totally 400 people which 196 subjects were chosen in the sample size based on Cochran formula. Respondents were randomly selected from the staff of the Agricultural Bank of the Lorestan province. To ensure, 200 questionnaires were distributed. Data collection tools includes a

researcher-made questionnaire with seven degree range that each of these options has 1,2,3,4,5,6,7 points, respectively. To validate the questionnaire, content validity has been calculated and for its reliability, Cronbach's alpha for each of the variables using the

software SPSS.22 was calculated. Testing the hypotheses and its path analysis model based on structural equation modeling was performed using the software EQS version 6.1.

RESEARCH CONCEPTUAL MODEL:

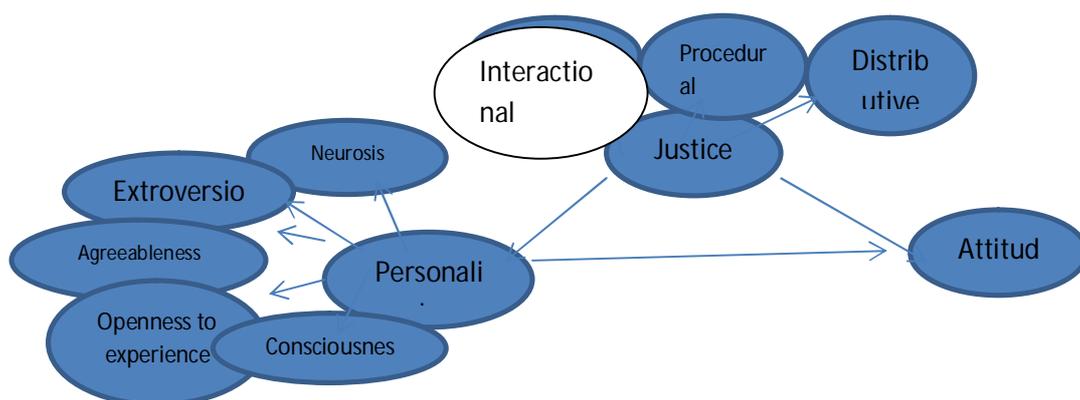


Figure 1: Research Conceptual Model

RESEARCH FINDINGS

Cronbach's alpha was used to assess reliability. Results showed that since the Cronbach's alpha values is higher than 0.7, so questionnaire's reliability is established.

Cronbach's Alpha	N of Items
0/774	196

جدول ۲- ضریب آلفای کرونباخ

To test and evaluate the normality of the data distribution, Kolmogorov-Smirnov Test has

been used which testing the hypothesis is defined as follows:

- H_0 : Data distribution has normality
- H_1 : Data distribution has not normality

And the results are presented in the following table:

Table 2: Results of Kolmogorov-Smirnov Test

Intra-ethnic dimension	Inter-ethnic dimension	Agreeableness dimension	Openness to experience dimension	Consciousness dimension	Distributive justice	Interactional justice	Procedural justice	Attitude to change
0/471	0/323	0/614	0/201	0/120	0/722	0/531	0/177	0/666

According to the above table, the significance level obtained is more than 0.05 in most components. So it can be said with 98% confidence that research data follows

the normality features and parametric tests can be used for data analysis.

Demographic characteristics of the respondents to the questionnaire are as follows:

Table 3. Demographic characteristics

جنسیت		زن		مرد	
Number of respondents		32		164	
WORKING BACKGROUND	LESS THAN FIVE YEARS	BETWEEN 5-10 YEARS	BETWEEN 10-15 YEARS	BETWEEN 15-20 YEARS	HIGHER THAN 20 YEARS
Number of respondents	28	43	68	30	27
MARITAL STATUS		SINGLE		MARRIED	
Number of respondents		21		175	
ACADEMIC DEGREE	DIPLOMA	UPPER-DIPLOMA	BA	MS. C	P.H. D
Number of respondents	78	47	54	16	1

In the first step, to evaluate the correlation of research indices, Pearson's correlation coefficient was used.

Table 4: Pearson correlation coefficients matrix

	Neurosis	Extroversion	Agreeableness	Openness to experience	Consciousness	Organizational Justice	Procedural justice	عدالت مراوده ای	نگرش به تغییر
Neurosis	1								
Extroversion	0/877	1							
Agreeableness	0/336	0/401	1						
Openness to experience	0/266	0/350	0/513	1					
Consciousness	0/422	0/406	0/755	0/712	1				
Organizational Justice	0/168	0/248	0/512	0/309	0/519	1			
Procedural justice	0/164	0/278	0/352	0/059	0/044	0/302	1		
Procedural justice	0/435	0/675	0/318	0/208	0/260	0/358	0/907	1	
Attitude to change	0/510	0/632	0/353	0/213	0/255	0/204	0/980	1/09	1

The second step, the path analysis of research conceptual model in terms of structural equation modeling using EQS version 1.6 software is examined.

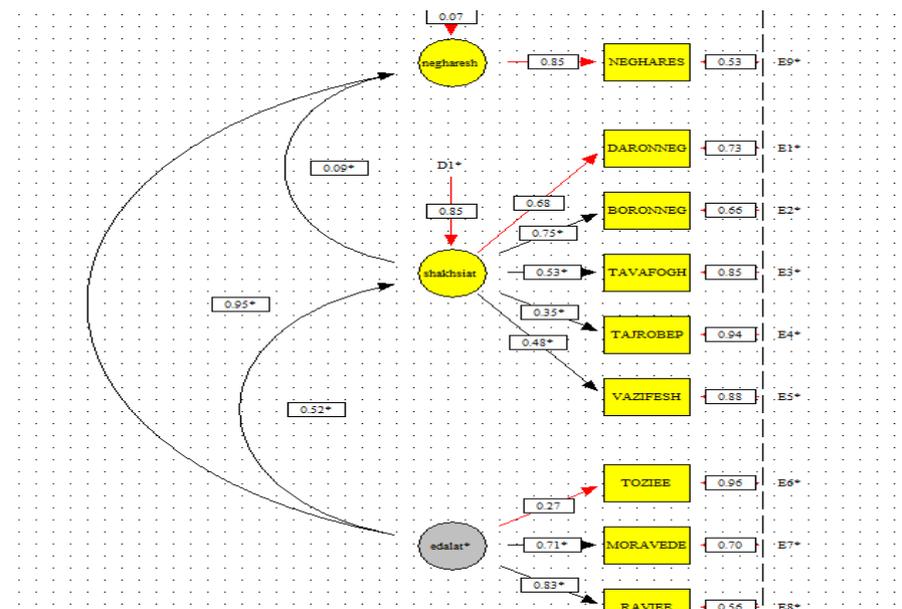


Figure 1: diagram of path analysis of research conceptual model

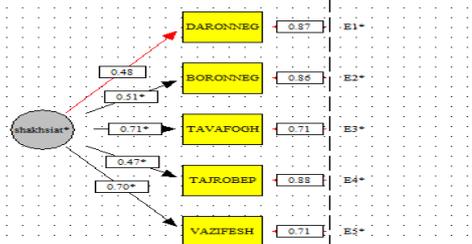


Figure 2-studying the model of organizational personality components

As can be seen in the figure above, agreeableness component had the highest load factor.

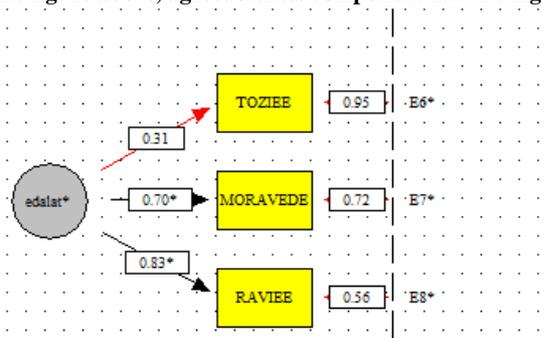


Figure 3-studying the model of the components of organizational justice

As can be seen in the figure above, interactional component had the highest load factor

Table 4: Results of the measurement fit goodness of research models

Fit index	Optimum value
χ^2	486

RMR	0/162
GFI	0/839
AGFI	0/698
RMSEA	0/164
NFI	0/724
CFI	0/774

DISCUSSION AND CONCLUSION

The results of data analysis based on the structural model showed that there is a significant positive relationship between personality and the attitude of willingness to change of the organization. Therefore, personality has a positive causal effect on the attitude of willingness to change of organization. According to the model findings, personality with 0.09 coefficient influences the attitude of willingness to change and organizational justice with 0.52 coefficient is effective on peoples' personality and has a direct impact on the attitude of willingness to change of

organization as 0.95. The results found are consistent with previous findings of Franz (2004), Wang and Nair (2009), for higher capabilities of employees is the result of more robust understanding of organizational justice. According to the model outputs, each dimension of organizational personality has also a significant relationship with the attitude to organizational change. Intra-ethnic component with factor coefficient of 0.73 has the highest value. To assess the significance of the model coefficients, χ^2 value model is required to be shown for each path. X^2 value and path coefficients are shown in the table below.

Hypothesis	Relationship	χ^2 value	Significance level	confirming or rejecting the hypothesis
1	There is a significant relationship between the staffs' organizational personality and the attitude of willingness to their change.	144.000	0.000	Hypothesis confirmed
2	There is a significant relationship between the staffs' intra-ethnic organizational personality and the attitude of willingness to change in them.	266.071	0.000	Hypothesis confirmed
3	There is a significant relationship between extroversion dimension of organizational personality and the attitude of willingness to change in them.	261.00	0.001	Hypothesis confirmed
4	There is a significant relationship between agreeableness of staffs' organizational personality and the attitude of willingness to change in them.	167.000	0.000	Hypothesis confirmed
5	There is a significant relationship between openness to experience of staffs' organizational personality and the attitude of willingness to change in them.	119.000	0.000	Hypothesis confirmed

6	There is a significant relationship the consciousness dimension of staffs' organizational personality and the attitude of willingness to change in them.	244.000	0.000	Hypothesis confirmed
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SUGGESTIONS

Based on the discussions and the results achieved above, the following contents can be suggested for further research:

1. Applying the precise management process and the application of proper management of organizational behavior, in that staffs' attention to the works and its results and supervisors will lead to improved organizational performance which develop more positive behaviors.
2. The use of appropriate and efficient communication system for business activities
3. Creating transparency in giving information and improving the reliability of people to the objectives and activities of the organization in order to raise communicative and cognitive capital of the staff
4. The present study examined the mediator role of organizational justice in the relationship between one's personality and the attitude of organizational change, which other mediator variables such as organizational trust can be evaluated.

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