

Survey the effect of quality of working life on organizational justice in Shahrekord city state-owned BanksZahra Beigi Harchegani¹, Behrooz Rezaee Manesh²¹ M. A. in Public Administration, Allameh Tabatabaee University, Tehran, Iran² Associate Professor in Public Administration, Allameh Tabatabaee University, Tehran, Iran
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Abstract: The main purpose of this study is Survey the effect of quality of working life on organizational justice in Shahrekord city state-owned Banks. Banks are important economic and countries factors, due to their role in monetary and fiscal and economic infrastructure creation. Growth, competition and sustainability of Banks's activity, they communicate with organizational characteristic such as organizational justice level and quality of personnel life. This is due to the importance that managers know human resources as one of the assets are valued. In this article, the impact of *quality of working life* on organizational justice has been investigated. Research population in 1394 contains 1100 employees from state-owned banks. Sample size by using Cochran formula and simple random sampling is equal 384. 340 questionnaires returned and statistics sample is formed. Study questionnaires include Bass *quality of working life*, social justice questionnaire (Nihovf & Normanm 1993) and Cronbach's alpha coefficient was used to determine the reliability which is equal 0.872 and 0.834, respectively. Data analysis was performed by using of statistical software SPSS. Research questions were studied by using of simple and multiple linear regression method simultaneously. Results showed that all *quality of working life* factors (in- service training for employee, employers collaborative, pay fair rights and employee job security) have relatively strong effect on organizational justice.

[Zahra Beigi Harchegani, Behrooz Rezaee Manesh. **Survey the effect of quality of working life on organizational justice in Shahrekord city state-owned Banks.** *World Rural Observ* 2018;10(1):20-30]. ISSN: 1944-6543 (Print); ISSN: 1944-6551 (Online). <http://www.sciencepub.net/rural>. 3. doi:[10.7537/marswro100118.03](https://doi.org/10.7537/marswro100118.03).

Keywords: Organizational justice, quality of working life, State-owned banks

1. Introduction

During recent years, the quality of working life programs plays an important role in increasing labor productivity and increasing efficiency and effectiveness of organizations and big companies.

Since 1970, quality of working life entered in humanities science literature as an important part of employee experiences of workplace. During the past few decades of its creation, it mentioned as a variable that can supply employees' satisfaction (Lawler, 1983). Quality of working life relates to a philosophy in organizations that increase employees' dignity and respect. Value system of quality of working life pays attention to investing on personnel as the most important variable in strategic management. This means that it meets the needs of employees and leads to rehabilitation and long-term effectiveness. Also, it knows the employees' perceptions of their quality of life as intervention force and effective factor on their behaviors that has direct impact on the morale and ultimately their turnover. So, measuring employees' perceptions of the quality of their work and also Identifying factors such as motivation, job characteristics, organizational justice, etc. are very important in organization (Kark, 2004:160).

Working life quality includes four dimensions: In-service training, employee participation, pay fair wages and job security (Nazem and others, 2014). The

quality of work life of employees in organizations has a strong relationship with organizational justice.

One of the most valued issues and the focus of human resources is organizational justice. Therefore, human resource is as one of the valued investment for managers. On the other hand, organizations looking for customer satisfaction and attract them in a competitive environment which is essential for their survival and continuation of life (Zeinali Somehe, 2004). This is not possible, unless it pays special attention to organizational justice because justice has been defined as survival and life factory for organizations and social systems (Porezat, 2002). Banks are important economic and countries factors, due to their role in monetary and fiscal and economic infrastructure creation. The banking network is expanding and banks are competing to attract more customers. Due to rapid changes and competitive environment, growth and sustainable activity of banks will communicate with organizational characteristics such as organizational justice level. Human resource is the most organization capital, so protection of it is manager's duty. In the other words, personnel are the biggest organization resource, because they are thinker and change factor. State-owned banks have important role in national and provincial banking system. Manpower as motive force needs more attention in context of human sciences such as

organizational justice level and effective elements on it. According above mentioned about important of organizational justice and employers *quality of working life*, it is obvious that state-owned banks consider their finance performances and do not care to human resource so much. In this paper, we will survey the effect of employers *quality of working life* on organizational justice of Shahrekord city state-owned banks.

Theoretical foundations and history of research

Quality of working life

The term "quality of working life" has been developed in recent years, but there is little consensus on its mean. At least, there are three common use of this term. At first, quality of working life points to a series of results for employee such as job satisfaction, psychological growth opportunities, job security, relevant relations between employee and employer and risks low level. Perhaps it is the most common use of the term. Secondly, quality of working life focuses on a set of tasks or functions of an organization such as participatory management, job enrichment, paying system which encourages good performance, job guarantees and safe job conditions. Finally, quality of working life often refers to a type of organizational change program (Mirsepasi, 2007:138).

Definition of life quality

A) Objective define of the quality of working life contains a set of real conditions of job and workplace in an organization such as salary and benefits, accommodations, health and safety, participation in decision-making, training course, delegation of authority and....

B) Mental definition of quality of working life includes conceived and perception of quality of working life. In other words, quality of working life for everyone or a group of people with similar culture and attitude has its special specifications (Mirsepasi, 2007:138). In a general definition we can say that the quality of working life means mental imagery and perception of organization employees of physical and psychological desirable conditions in working environment and conditions. Despite the differences in perceptions, results show that some indexes are common in most of the society which include salaries and benefits, welfare services, pensions and so on noted (Salmani, 2005:16).

Management point of view about quality of working life

Dessler: Dessler argues that quality of work life programs can be summarized in this topic that do the following aspects have been achieved or not? (Dessler, 2003:365).

1- Equal fair or protective behaviors with employees,

2- Create opportunities for employees for using their skills as much as possible,

3- Secure communications and staff review,

4- Provide opportunities for employees to be able to play an active role in the decision-making related to their jobs,

5- Fair and adequate salaries,

6- Safe and healthy environment.

Cosset

Assuming that the effects of work on people equally effective in organization productivity and efficiency, he states the idea of participate people in decision-making and problem solving. To increase the quality of working life of managers, we should look for the answers of following questions (Casset, 2003:361).

1- How we can help people to improve their career path and they can recognize people potential talents and simultaneously, we can meet short and long term needs of people in the organization?

2- How should we design the jobs that will be meaningful and motivate people's interest and show better and more effective performance?

3- Under what conditions, we can use different types of incentive systems such as payment of wages on the base of performance, promotion, hourly payments, and encouragement individual plans that organization can be more effective.

4- What are group dynamics and intergroup relations? How can it be used to improve the quality of working life?

5- What is supervisors' strategy in order to improve the quality of working life? And yet what limitations exist?

6- How we can create organizational changes?

Dimensions of quality of working life

Dimensions of quality of working life of employees include: In-service training, cooperative system, job security and pay fair salaries. In following sections we will explain these dimensions.

In-service training for employee

The ultimate goal of staff training is efficiency and better effectiveness. Thus, study and awareness of results and efficiency of education is necessary for the educational process and will complete the training circle. In fact, assessing the effectiveness of training courses made managers to have a clearer picture of quality of educational activities. On the other hand, it equips organization planners and teaching staff to have knowledge about positive and negative aspects of program. By this way, it increases effectiveness of programs and labor training activities. This type of trainings mainly provides on base of three fundamental axes: knowledge development, improve skills and create or change attitude. The role of professional and efficient human resource in

organization successful is in such a way that show organizations spent large amount for staff training. Organizations commensurate with the age of information technology are constantly trying to provide opportunities to develop their human resources capabilities and improve their performances (Kazemi and et al, 1387).

Relation between cooperative system and improving quality of working life

Everyone needs to think and enjoy thinking and resolving problems. All people wish others see their capabilities and encourage by upper managers. These are strong needs of anybody with any culture and responsive to these needs would provide mental health for staff. It is necessary to respect their thoughts and ideas, and praised, encouraged and protected. If we shape work environment due to the human needs and cultural requirements of intellectual and emotional involvement of employees, it can cause employee work with more motivation and interest, increase efficiency of organization and finally improve quality of working life. Because human resource considers as main and the most important factor to develop efficiency, human resource participation and creation of cooperative system in organization is a main way to improve quality of working life (Salmany, 2007:5).

Pay fair rights

Salary should motivate employee. In other words, employee should be sure that their salaries are fair and related their work. In public sector pay system, employee salary increases in fixed amount and on annual basis and it does not have any relation with employee performance. Many researches have been showed the relation between salary and increasing efficiency and effectiveness. Organization payments to employee should be based on justice. Equitable understanding and fair salary from the perspective of employees is motivation factor in salary and payment system. Having a payment system that staff can sense its fairness is the most important element in increasing efficiency.

Based on Adams' Equity Theory that is a theory of motivation process, people investigate their inputs (education, experience, effort and loyalty) by outputs which they receive from organization which the most important and the clearest is salary. After that, they compare their inputs and outputs with others and if they feel fairness they will be motivated.

Employee job security

In organization life job security is one the issue which is important for employees and a part of the mental and intellectual energy is spent on this issue. In this regard if people achieve the desired level of comfort, they provide their mental and physical power and energy freely to the organization and organization experience less human resource challenge. When the

issue is job security formal employment and salary and benefits guarantees shape in the mind. But in today's world job security is not dependent on formal and lifetime employment, but it is based on employee empowerment. Thus, according to the importance of enabling staff in stability and job security, this paper wants to explain job security concept, developing human resources concept and its role, enabling staff in specialized aspects, experimentation, job satisfaction, behavior, communication, thinking and work conscientious in job security. Job security concept included in subjects such as job changes, lose a job, lack of access to a job (Yousef, 2000:39).

Organizational Justice

For first time, organizational justice term was introduced by Grinburg (1987). He argued organizational justice is related to personnel perception of job justice in organization. In the other words, this theory classifies and explains employees' feelings about fairness of their treatment by themselves and others. These feelings are necessary for effectiveness of organizations performances and organizational justice like "Kropanzano". Personnel satisfaction is vital for organization. One psychological study emphasises on perception of justice in job environment (Seyed Javadin, Farahi and Taheri, 2008:35).

Justice in organization represents fair treatments in work that led to identify three components of justice in organization: distributive justice, procedural justice and interactional justice (Rezaeian, 2005:34).

Studies showed justice process have important role in organization, and how deal with people in organizations may have many effects on employees' beliefs, feelings, attitude and behaviors. Also, justice feeling in organization impacts on desire to move and leaving the work. If managers want to form and develop justice behaviors and employees' feelings, they should predict employees' behaviors and make consistent with organization goals. Surveys indicated that one of the important factor for understanding organizational behaviors, a general attitude of organizational commitment and a good predictor for staying in a job. With a solid understanding of the relationship type and how organizational justice dimensions' influence on organizational commitment, managers able to develop better performances in organization programming and management, and create commitment and loyalty in employees and benefit from the organization's objectives profits (Alen, 1990:10). Justice perception in organization is main principle for effective performance and employee satisfaction. Without this context for understanding these factors in organizations, employees' motivation and guidance are difficult for managers. Justice behaviors with employees increase

their commitment and make their efforts double for achieving goals. This means that if bad and good social prospective distribute fairness, and also organizational commitment, employees will have more commitment and desire for sacrifice themselves for others (Alvani, 2002:10).

Organizational commitment contains continues commitment (commitment to organization because of awareness of leaving organization costs), norm commitment (emotional dependent to organization) and emotional commitment (due to norms pressure and ethical considerations).

Therefore, justice is the key for survival and sustainability, organizational development and employee. This issue is important for personnel in some management behaviors with employees (reward distribution, supervision relation, promotions and appointments). As a result, one of the main management duties is maintain and develop justice behaviors in managers and feel justice in employees. While we saw injustice events, people have fewer trends to loyalty and even the participate in robbery, assault and revolts (Aryeh, 2002:270).

Nowadays, many researchers pay more attention to justice as important structure and organizational behavior research. As a result, it is important in justice behaviors development, forming justice feeling in employees, effects on behaviors based on justice (Alexander and colleagues, 2002:199).

By getting to this perception, managers able to develop better performances in organization justice feeling and manage it (Bass and colleagues, 2000:327).

In societies which resources distribute unfairly, they are capable of social unrest and studies showed justice process are important role in organization and how deal with people in organizations may have many effects on employees' beliefs, feelings, attitude and behaviors. Also, justice feeling in organization impacts on desire to move and leaving the work. If managers want to form and develop justice behaviors and employees' feelings, they should predict employees' behaviors and make consistent with organization goals. Surveys indicated that one of the important factor for understanding organizational behaviors, a general attitude of organizational commitment and a good predictor for staying in a job. With a solid understanding of the relationship type and how organizational justice dimensions' influence on organizational commitment, managers able to develop better performances in organization programming and management, and create commitment and loyalty in employees and benefit from the organization's objectives profits (Rezaeian, 1381:22).

Organizational justice dimensions

Researchers agreed that organizational justice divided in three dimensions (Fani and others,1392:25):

- 1- Distributive justice,
- 2- Procedural justice, and
- 3- Interactional justice.

Distributive justice

Distributive justice points to equity judgment distribution such as paying or scale and promotion opportunities in an organizational context. This theory indicates that people consider the relative balance desired results and compare their relative output data with colleagues. Ralz (1971) explain justice perception precisely. According to his study while there is inequity in exceptions, poor people in the organization may get worse. The only thing that organization needs to do is identifies where unequal distribution parts of organization and prevent them (Markozi and colleagues, 2005:115).

Procedural justice

Justice perception in organization is not only influenced by results, but also affect the process used to research results as well. Procedural justice theory suggests that people can view beyond short-term decisions consequences. It seems that desired consequences are acceptable, when used process is the implementation of organizational justice adopts fair procedures. This means that regardless of the basis and content of the law must be fair, it must also ensure that the justice process is fair; justice and fairness observation in performance process should provide equal opportunity for all people. Thus, it can be said that justice needs clear rules and when law enforcement is fairness that all people can use rules easily.

Structural aspects of procedural justice

Baroon and Grinberg argued that the researchers identified two aspects for procedural justice:

This aspect of procedural justice reviews how decisions are made that seem fairness. In this dimension it not important what are the decisions, but the point is how decisions are made (Kastro, 2004, p. 26).

Grinberg believed although the structural aspect of procedural justice is very important, but it does not cover all debates in the field of procedural justice. In the other words, when judging the fairness in organizational procedures the behavior between decision makers and organization propose as a key element (Grinberg and Baroon, 2000, p.147).

Interactional justice

For first time, interactional justice term was introduced by Bais and Moog (1986). They argued that interactional justice is another type of justice which is distinct from distributive and procedural justice conceptually and needs social work practice.

People are sensitive to quality of treatment with them in personal mutual relationships and also structural aspects of the process (Rezaeian, 2005:59).

Interactional justice suggests behavior quality between people through process implementation and identifying fairness judgments are effective and probably increasing fairness of making decision processes.

Interpersonal behavior includes trust in relationships and people treatment with respect and humility.

Suitable processes situation will be define by five behaviors:

- Enough attention to employee data,
- Avoid personal bias,
- Consistent usage of making decision criteria,
- Timely feedback,
- Justify a decision.

These factors have important roles in staff understanding of equality, decisions acceptance and tendency towards organization (Rezaeian, 1384:70).

Interactional justice focuses on people perceptions of interpersonal behaviors quality during the execution procedures. This concept has been derived from personnel reports about unfairness treatments which focus on interpersonal behaviors rather than structural factors. Interactional justice contains a way that interactional justice transfers to subordinates by supervisors. All exchanges and

interaction between people on the path to achieve fair results must be fair. This means that on the path to achieve fair result, people are not allowed to unfair compromises between themselves and others (Sarmad, 2002:179).

History of research

Mortazavi and Nikkar (2014) researches showed that transformational leadership style has a strong effect on organizational justice and organizational justice effects on Mashhad water and sewage Company.

Nazarpouri and others (2012) concluded that spiritual leadership is effective on employees' quality of life, spiritual leadership is effective on organizational justice and organizational justice has effect on employees' quality of life. Organizational justice play role of a mediator in relation between spiritual leadership effects on employees' quality of life.

The result of studies by Bidokhti and Mardani (2014) indicated that there is a positive and significant relation between organizational justice in distributive and procedural domains with quality of life.

Research conceptual model

The effects of four element; in – service training for employee, collaborative, pay fair rights, employee job security on organizational justice have been shown.

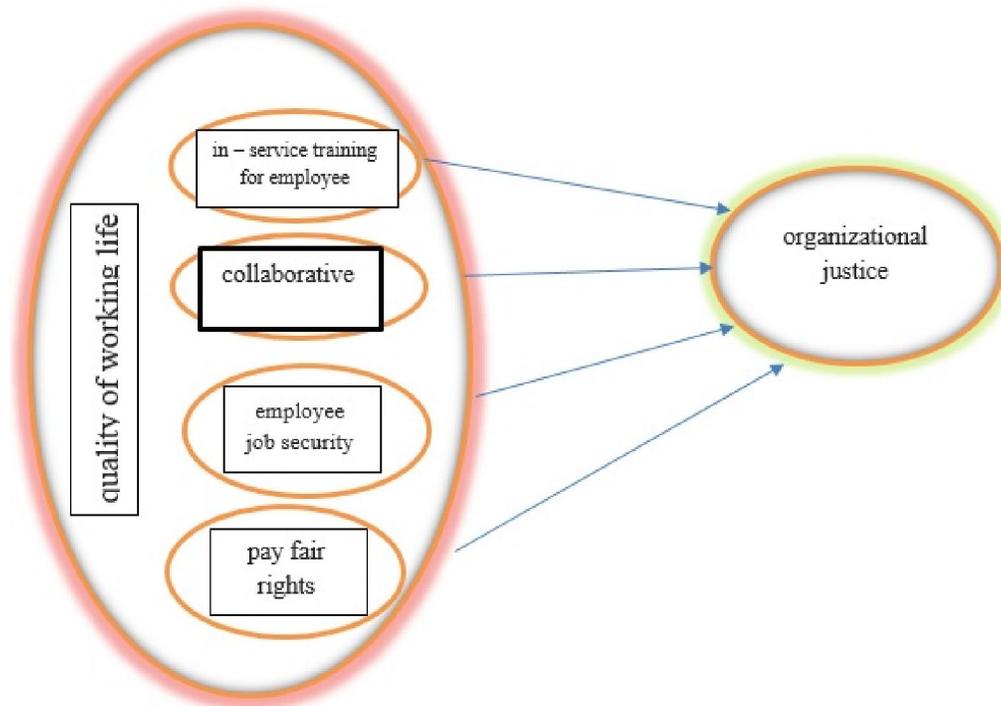


Figure 1- Organization Justice

Research questions

1- Do in – service training for employee is effective on organizational justice in terms of staff of Shahrekord state-owned banks?

2- Do employers collaborative is effective on organizational justice in terms of staff of Shahrekord state-owned banks?

3- Do pay fair rights is effective on organizational justice in terms of staff of Shahrekord state-owned banks?

4- Do employee job security is effective on organizational justice in terms of staff of Shahrekord state-owned banks?

5- Do quality of working life (in – service training for employee, employers collaborative, pay fair rights and employee job security) is effective on organizational justice in terms of staff of Shahrekord state-owned banks?

Research psychology

This paper included applied research in base of its goal and in terms of data collection; the type of research is descriptive – correlational. The study population of this paper is staff of Shahrekord state-owned banks. By using Cochran formula and consider 5% error rate for unlimited population, 384 sample

identified. This president study used self-made quality of working life variable. Also it used Nihov and Morman (1993) organizational justice questionnaire for measure variable of organizational justice. To verify its formal validity, it sued some opinions of the respondents with the approval of the supervisor and some experts. Cronbach's alpha was used to determine the reliability of the test. For this purpose, questionnaire distributed between 30 samples as a pretest. Its Cronbach's alpha obtained by SPSS statistical software, which Cronbach's alpha for quality of working life questionnaire was 0.787 and for organizational justice questionnaire was 0.834. These figures showed that used questionnaire have required reliability. We use descriptive statistics methods (abundance, mean and criteria deviation) and inferential statistics methods (simple regression and multiple regressions simultaneously: enter) for analyzing research data.

Research findings**Demographic information**

Study population in this study was 284 staff of Shahrekord state-owned Banks. Demographic information is as follow:

Table 1- Demographic information

Characteristic	Dimension	Abundance	Percent	Characteristic	Dimension	Abundance	Percent
Gender	Male	272	80	Married	Single	113	33.2
	Female	80	19.1		Married	215	63.2
	Unanswered	4	0.9		Unanswered	12	3.5
Education	Diploma and lower	20	5.9	Years of service	Under 5	63	18.5
	Associate degree	52	15.3		5-10 years	91	26.8
	Bachelor	215	63.2		10-15 years	100	29.4
	Bachelor and higher	47	13.8		Over 15 Years	82	24.1
	Unanswered	6	1.8		Unanswered	4	1.2

Simple regression results related to research questions

1- Do in – service training for employee is effective on organizational justice?

Table 2- Regression model of in – service training for employee on organizational justice

Model	Squares Set	Freedom Grade	Squares Mean	Statistics (F)	Significant am Amount P	Correlation Coefficient R	Determinative Coefficient R ²	Adjusted Determinative Coefficient	Criteria Deviation
Regression	12.15	1	12.15	83.82	0.001	0.446	0.199	0.196	0.38
Balance	49.01	338	0.145						
Total	61.17	339							

As results of table 2 shows, in – service training for employee correlation coefficient is $r = 0.44$ and its decisive factor is $r^2 = 0.20$. So, in – service training for employee predicts 20% of changes related to organizational justice. According to analysis of

variance $F=83.82$ with freedom grade 1 and 339, with a significant level 0.001 and compare it with confidence level $p = 0.05$, it is obvious that in-service training for employee impacts on organizational justice.

Table 3- Regression model in in – service training for employee on organizational justice

Variable/ Index	Non-standard Coefficients		Standard Coefficients	T	Significant Level P
	B	Standard Error	Beta		
in –service training for employee luence	0.337	0.041	0.446	15.07	0.001

According to table 3, regression related to in – service training for employee, standard regression coefficient is significant for in – service training for employee 0.44 in 0.001 level. Then, we can say in – service training for employee variable has effect on organizational justice Shahrekord state-owned banks.

In the other words, by increasing one unit in in – service training for employee variable, organizational justice will be increased to 0.44.

Question 2: Do employers collaborative is effective on organizational justice?

Table 4: Regression model in employers collaborative on organizational justice

Model	Squares Set	Freedom Grade	Squares Mean	Statistics (F)	Significant am Amount P	Correlation Coefficient R	Determinative Coefficient R ²	Adjusted Determinative Coefficient	Criteria Deviation
Regression	22.47	1	22.479	196.37	0.001	0.606	0.367	0.366	0.33
Balance	38.69	338	0.114						
Total	61.17	339							

As results of table 4 shows, employers' collaborative correlation coefficient is $r = 0.60$ and its decisive factor is $r^2=0.36$ So, employers collaborative predicts 23% of changes related to organizational justice. According to analysis of variance $F=196.37$

with freedom grade 1 and 339, with a significant level 0.001 and compare it with confidence level $p = 0.05$, it is obvious that employers' collaborative impacts on organizational justice.

Table 5- Regression model in employers collaborative on organizational justice

Variable/ Index	Non-standard Coefficients		Standard Coefficients	T	Significant Level P
	B	Standard Error	Beta		
employers collaborative	0.559	0.040	0.606	14.01	0.001

According to table 5, regression related to employer's collaborative, standard regression coefficient is significant for employers collaborative 0.60 in 0.001 level. Then, we can say employer's collaborative variable has effect on organizational justice Shahrekord city state-owned banks. In the

other words, by increasing one unit in employer's collaborative variable, organizational justice will be increased to 0.60.

Question 3: Do pay fair rights is effective on organizational justice?

Table 6- Regression model pay fair rights on organizational justice

Model	Squares Set	Freedom Grade	Squares Mean	Statistics (F)	Significant am Amount P	Correlation Coefficient R	Determinative Coefficient R ²	Adjusted Determinative Coefficient	Criteria Deviation
Regression	18.07	1	13.523	141.80	0.001	0/544	0.296	0.293	0.35
Balance	43.09	338	0.141						
Total	61.17	339							

As results of table 6 shows, pay fair rights correlation coefficient is $r = 0.54$ and its decisive factor is $r^2=0/29$ So, pay fair rights predicts 29% of changes related to organizational justice. According to

analysis of variance $F=141.80$ with freedom grade 1 and 339, with a significant level 0.001 and compare it with confidence level $p = 0.05$, it is obvious that pay fair rights impacts on organizational justice.

Table 7- Regression model pay fair rights.

Variable/ Index	Non-standard Coefficients		Standard Coefficients	T	Significant Level P
	B	Standard Error	Beta		
pay fair rights	0.357	0.030	0.544	11.90	0.001

According to table 7, regression related to pay fair rights, standard regression coefficient is significant for pay fair rights 0.54 in 0.001 level. Then, we can say pay fair rights variable has effect on organizational justice Shahrekord city state-owned

banks. In the other words, by increasing one unit in pay fair rights, organizational justice will be increased to 0.54.

Question 4: Do employee job security is effective on organizational justice?

Table 8- Regression model employee job security on organizational justice

Model	Squares Set	Freedom Grade	Squares Mean	Statistics (F)	Significant am Amount P	Correlation Coefficient R	Determinative Coefficient R ²	Adjusted Determinative Coefficient	Criteria Deviation
Regression	9.75	1	9.75	64.12	0.001	0/399	0.159	0.157	0.39
Balance	51.41	338	0.152						
Total	61.17	339							

As results of table 8 shows, employee job security correlation coefficient is $r = 0.39$ and its decisive factor is $r^2=0.15$. So, pay fair rights predicts 15% of changes related to organizational justice. According to analysis of variance $F=64.12$ with

freedom grade 1 and 339, with a significant level 0.001 and compare it with confidence level $p = 0.05$, it is obvious that employee job security impacts on organizational justice.

Table 9- Regression model employee job security.

Variable/ Index	Non-standard Coefficients		Standard Coefficients	T	Significant Level P
	B	Standard Error	Beta		
employee job security	0.275	0.034	0.399	8.00	0.001

According to table 9, regression related to employee job security, standard regression coefficient is significant for employee job security 0.39 in 0.001 level. Then, we can say employee job security variable has effect on organizational justice Shahrekord city state-owned banks. In the other words, by increasing one unit in employee job security, organizational justice will be increased to 0.39.

Research conclusions based on multiple regressions

In the following, we use multiple regressions simultaneously and to determine the variance of the dependent variable by estimate participation of

independent variables in this paper. Multiple regressions analysis is suitable for investigate of independent variables effects on dependent variable. Overall, multiple regressions are used in this paper that researcher knows how combination of independent variables predict organizational justice and evaluate the importance of every independent variables.

Conclusions based on multiple regressions in simultaneous way (Enter)

Question 5: Do quality of working life (in-service training for employee, employer's collaborative, pay fair rights and employee job security) is effective on organizational justice?

Table 10- Multiple regressions analysis related to prediction variables with organizational justice

Model	Squares Set	Freedom Grade	Squares Mean	Statistics (F)	Significant am Amount P	Correlation Coefficient R	Determinative Coefficient R ²	Adjusted Determinative Coefficient	Criteria Deviation
Regression	26.24	3	6.56	62/94	0.001	0.655	0.429	0.422	0.322
Balance	34.92	338	0.104						
Total	61.17	339							

Table 10 shows that correlation coefficient between prediction variables with organizational justice is 0,563. So, there is a strong correlation between them and determinative factor is $r^2 = 0.429$ and significant amount (0.001). Prediction variables predict 42% of organizational justice variance.

The results of table 11 shows that among prediction variables, employers collaborative, pay fair rights and in – service training for employee variables have the most important role in explaining the variance of organizational justice with standard 0.422, 0.310 and 0.109 and significant level 0.05 respectively.

Table 11- Multiple regressions results of in–service training for employee, employers collaborative, pay fair rights and employee job security simultaneously (Enter)

Variable/ Index	Non-standard Coefficients		Standard Coefficients	T	Significant Level P
	B	Standard Error	Beta		
in–service training for employee	0.092	0.044	0.109	2.074	0.039
employers collaborative	0.389	0.050	0.422	7.754	0.003
pay fair rights	0.204	0.044	0.310	4.688	0.001
employee job security	-0.076	0.043	-0.110	-1.767	0.078

Dependent variable: Organizational justice

Results

In this research, Survey the effect of quality of working life on organizational justice in Shahrekord city state-owned Banks. The result showed that all factor of quality of working life (in– service training for employee, employers collaborative, pay fair rights and employee job security) impact on organizational justice.

Thus, according to the first research question, in – service training for employee correlation coefficient is $r = 0.44$ and its decisive factor is $r^2 = 0/20$. So, in – service training for employee predicts 20% of changes related to organizational justice. According to analysis of variance $F=83.82$ with freedom grade 1 and 339, with a significant level 0.001 and compare it with confidence level $p = 0.05$, it is obvious that in – service training for employee impacts on organizational justice. So it is suggested:

- 1- There is a relevant relation between usual social life measures.
- 2- Workplace design in accordance with health recommendations that physical and mental health of employee will not be in danger.
- 3- Official working hours and overtime determine of reasonable and fair, overtime beyond employee capability in addition to put his health at risk has reverse sequence.

Thus, according to the second research question, regression related to employer’s collaborative, standard regression coefficient is significant for employers collaborative 0.60 in 0.001 level. Then, we can say employer’s collaborative variable has effect on organizational justice Shahrekord city state-owned banks. In the other words, by increasing one unit in

employer’s collaborative variable, organizational justice will be increased to 0.60. So it is suggested:

- 1- Growth potential capacities provided in designing job.
- 2- The possibility of using skills learned has been created in assigned job.
- 3- In terms of employment, Employee has permission to study.
- 4- Employee has access to related and required information.

Also, according to the third research question, regression related to pay fair rights, standard regression coefficient is significant for pay fair rights 0.54 in 0.001 level. Then, we can say pay fair rights variable has effect on organizational justice Shahrekord city state-owned banks. In the other words, by increasing one unit in pay fair rights, organizational justice will be increased to 0.54. So it is suggested:

- 1- Appropriate salary will be paid for the work is done.
- 2- Salary payment should be on time and in case of delay in payment it must be notified in advance to employees.
- 3- Managers treat fairly with employees in workplace.

According to the four research question, regression related to employee job security, standard regression coefficient is significant for employee job security 0.39 in 0.001 level. Then, we can say employee job security variable has effect on organizational justice Shahrekord city state-owned banks. In the other words, by increasing one unit in employee job security, organizational justice will be increased to 0.39. So it is suggested:

1- Employees try to establish a balance between personal and working life.

2- Staff is encouraged to take roles in other social responsibilities.

3- Managers explain right perception of organizational goals and objectives for employees.

According to the last research question, correlation coefficient between prediction variables with organizational justice is 0,563. So, there is a strong correlation between them and determinative factor is $r^2 = 0/429$ and significant amount (0.001). Prediction variables predict 42% of organizational justice variance. Therefore, the quality of work life more and more attention in the organization should be top managers of banks, until the as a result, employee productivity and organizational goals to be realized.

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