

## The Study of the Effect of Organizational Justice on Anti-productive Behavior of the Staff of National Iranian Gas Company

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**Abstract:** The goal of the current paper is to study the effect of organizational justice on anti-productive behavior of the staff of National Iranian Gas Company. For this purpose 140 individuals from the staff employees of the National Iranian Gas Company have been selected with simple random sampling method as well as Cochran's formula and they have responded to the organizational justice questionnaire of Chester and Arnold (2007) and the anti-productive behavior of the staff questionnaire of Benet and Robinson (1995). For testing the reliability of the questionnaires, the Cronbach's Alpha test has been used and for testing the validity of the questionnaire, the opinion of the experts and supervisor and consultant faculty has been used. The reliability of the organizational justice questionnaire of Chester and Arnold is obtained (0.79) and (0.85) for the anti-productive behavior of the staff questionnaire of Benet and Robinson. After collecting the data with the use of the questionnaires, the data analysis has been performed in two methods of descriptive statistics and inferential statistics. In the end; the obtained data have been analyzed with two-variable regression test. The obtained results indicate that procedural, distributive and interactive justice have negative and significant effect on anti-productive behaviors of the staff of National Iranian Gas Company.

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**Key words:** organizational justice, staff's anti-productive behaviors, National Iranian Gas Company (NIGC)

### 1. Introduction

In the last decade of 20<sup>th</sup> century, most of the attention of scholars and researchers has been given to the organizational justice as one of the most important concepts and main topics in researches about the industrial and organizational psychology (Greenberg, 1990; p.349). Organizational justice presents equality and moral behavior considerations in an organization (Cropanzo, 1997, p.320). Organizational justice due to its relation with important organizational processes such as: organizational commitment, citizenship orientation, job satisfaction and performance have gained so much of importance (Colequite, 2001:388). In addition to this, the recent literature in this regards indicates the relationship between leadership style, decision making and organizational justice (Tatum, 2003: p.1009).

On the other hand, the changing conditions which govern an organization, increased competitiveness and the necessity of their effectiveness in such conditions, have revealed organizations needs to a valuable generation of employees more than ever, a generation which is recalled as organizational soldiers. Without any doubt these employees, are the distinguishing aspect of effective organizations from non-effective ones, since in the former organizations employees see the

organization as their home land and for achieving its goals will act beyond their duties without any expectation and will not withhold any effort from their sides, since increasing productivity is the best leverage for increasing the improving the life standards and confronting inflation. In general, the performance of an economical system in an effective manner depends on the total productivity of its resources.

Unfair distribution of achievements and organizational outputs will weaken the staff's spirit and will decrease their spirit to work and try. Therefore; respecting justice is the key to survival and sustainability of the development and progress flow of an organization and its staff (Seyyed Javadin et al., 2008, p.6).

Following the theoretical and conceptual promotion of justice in workplaces and necessity of compliance among organizational conditions, as social systems with emphasis on human's perception, procedural justice is suggested as the perception of justice among the processes with which consequences are allocated to individuals (Nadiri & Tanva, 2010).

In classification of different organizational justice, three concepts of distributional, procedural and interactive justices are presented. Distributive justice refers to the staff's reflections and attitudes toward the appropriateness of outputs and their

receivables' (Sitter, 2003) and so many of researches in this regard are focusing on the distribution of payments and rewards related to work. But distributive justice is not only limited to the fairness of payments, but it includes an extensive collection of organizational consequences (promotion, rewards, penalties, working schedules, benefits and performance appraisals). In another words, distributive justice refers to an extensive spectrum of attitudes, perceived justice regarding the distribution and allocation of consequences and outputs of the organization, comparing to performance and achievements of the staff (Lambert, 2003). Procedural justice is suggested following disqualifying the equality theory and other models of distributive justice in describing the reactions of individuals regarding their perceptions in respect of lack of justice. This type of justice, refers to the perceived justice of procedures and processes with which, the consequences are allocated (McDowall & Fletcher, 2004). Based on this, the processes are perceived fairly when they are applies in a fixed manner and without consideration of personal benefits and base on accurate and careful information and data, when the interests of all the participating departments of the organization is considered and when all the moral norms and standards are considered (Lambert, 2003). Finally, interactive justice, based on the perceived justice from the inter-personal interactions related to the organizational processes and the quality of the inter-personal interactions are defined (Sitter, 2003). This type of organizational justice, considers the fairness of the behavior of the decision maker in the organizational decision making process (Krietner & Kinechi, 2001). Interactive justice focuses on the behavior of the supervisors and their roles in respecting organizational justice and in concept is similar to informal quality of behavior; while procedural justice from concept point of view is similar to formal decision making (Sitter, 2003). Researches show that in organizations in which their employees believe that decision making processes are unfair, gradually organizational commitment decreases, under working, relocation and leaving job will increase and eventually and as a result of these, organizational performance will decrease (Patterson and West, 2004).

Researches show that justice processes play an important role in an organization and dealing with people in organizations may affect the beliefs, emotions, attitude and behavior of the employees. Fair behavior on the side of the organization with employees, normally results in higher commitment of them towards the organization and their citizenship behavior way more than their role require in the organization. On the other, individual who feel to be

subjected to unfair behavior, are more likely to leave the organization or show lower levels of organizational commitment from themselves and it is even possible that they would start to display abnormal behavior from themselves such as taking revenge. Therefore; perceiving how people judge justice in their organizations and how they respond to their perceived justice or injustice, is one of the main topics, especially for understanding organizational behavior (Bos, 2001, p.940).

Justice as a basic need for social life of humans has been always present throughout the history (Bohloli Zeinanb and et al., 2010, p.11). Today an important part of the life of humans is spent in organizations, and respecting justice in organizations can have a significant effect on individual and organizational success and the existence of successful humans and organizations can create the required bed for the growth and development of the society (Khawjueei, 2010, p.68).

On one hand in most of organizations we are confronting the subject of injustice and unfair distribution of the achievements and outputs of the organization which results in weakening the employees' working and trying spirit, therefore; respecting justice is the key to survival and sustainable flow of development and advancement of the organization and its staff (Alwani and Poorez'zat, 2003, p.17).

Employees' perception of organizational justice in National Iranian Gas Company in addition to having significant effect on variables such as job satisfaction and motivation, it also has a significant effect on their behaviors in the organization with their colleagues and customers. This relationship and effect can also emerge in reverse form i.e. anti-productive behaviors.

This research focuses on another variable as well i.e. anti-productive behaviors. There are definitions of anti-productive behaviors on organization view or top managers of organizations against the employees' behavior. In other words, the employees of a given organization may behave in a specific way which according to their own beliefs is not anti-productive behavior, but at the same time this behavior will be interpreted as anti-productive behavior by the organization. The third point which Robinson and Greenberg (1998) emphasize on it, is that the effort done in anti-productive area generally focus on intentional behavior in this area. In fact as we can understand from the resources, these behaviors are considered as the basis of objective and intentional behavior. An important difference in this area is that whether an action or behavior is intentional or its consequence, i.e. sometimes unintentional behaviors also result in consequence similar to those of

intentional behaviors, but are not considered as anti-productive behavior because they haven't been intentional.

Generally, anti-productive behaviors include rather extensive areas. Groovis (1999) have recognized 87 anti-productive behaviors in the literature. Most of these researches have been done in 1980s and 1990s (Baron and Newman 1996), (Halinger 1986), (Hunt 1996), (Jones 1980) and (Slovera 1989). These 87 anti-productive behaviors are classified with the use of factor analysis in 11 groups of theft and behaviors related to it, destruction of property and furniture, misuse of information, misuse of time and other resources, unsafe, disorganized and weak behaviors, use of substances and drugs, improper verbal behavior and improper physical behaviors. But one of prominent research areas in this field is the activities of Halinger and Clark (1983) work, who have provided an extensive list of anti-productive behaviors and in addition to this, they have provided a conceptual framework in inter relationships of the listed behaviors together with reporting of anti-productive behaviors, of the employees' behaviors in great industries. Halinger and Clark (1983) base on this research have proposed that these anti-productive behaviors can be categorized in two extensive groups. Anti-productive behaviors focused on productivity and anti-productive behaviors focused on services (Mehdad and Mehdi Zadegan, 2009, pp.77-82).

Robinson and Benet (1995) remind that the collection of the studied behaviors by Halinger and Clark, considers inter anti-productive behaviors such as indecent sexual and non-sexual behaviors. In line with this, these scholars have tried to develop the area of the anti-productive behaviors introduced by Halinger and Clark. With the use of an extensive group of the employees' of different industries and organizations, they have provided a collection of behaviors and then they have performed similarity rankings between them in pairs and with the use of matrix, they have achieved pair similarities for performing multi-dimensional scaling. With performing multi-dimensional scaling they have obtained a continuum. One dimension of the behaviors focus on organization (which is the average of the behaviors focused on productivity, in Halinger and Clark classification) which includes inter-personal behaviors toward other members of the organization (taunting, smoking and indecent, dirty jokes, etc). Other dimension represents a continuum of weak to severe lack of support. With placing the behaviors in dimensional space, Robinson and Benet (1995) have named the four quadrants of the rating circle of anti-productive behaviors as anti-productive behaviors focused on properties (serious organizational), anti-

productive behaviors as anti-productive behaviors focused on productivity and services (mild organizational – personal aggression including serious interpersonal behaviors such as stealing from colleagues, violating the privacy of others...) and political-like anti-productive behaviors (interpersonal – mild, including behaviors such as spoofing, smutting and extreme blaming of others because of their mistakes). It should be mentioned that this classification is based on the perceptions of employees in organizations and industries from pair similarities of anti-productive behaviors. The goal of multi-dimension scaling method is recognizing the infrastructural dimensions of the Similarity of the judgments (Mehdad and Mahdi Zadegan, 2009, p.77).

In addition to the definition and dimensions of the anti-productive behaviors, giving complete attention to the areas creating these behaviors is essential. In this area, different scholars are focusing on different phenomena as the beds creating anti-productive behaviors. A group of scholars state that the variables of personal differences (such as intelligence, temper and character, etc.) are the main variables engaged in these types of behaviors (Boris and Kalahan (1989), (Saket et al., 1988) and (Saket & Decker 1999). Another group of scholars believe that situational factors (such as organizational atmosphere, organizational culture, justice and the likes of it) are other involving factors in anti-productive behaviors. Based on these point of views, humans enters workplace for performing productive behaviors, but different situations in an organization makes them behave in anti-productive manner (Hackman and Oldham, 1976, 1978). In total, it appears that the factors relating to personal and situational differences in interaction with each other would create anti-productive behaviors. This interactive view (personal and situational) will provide us with more effective and comprehensive measures for decreasing the rate of anti-productive behaviors. This important goal will only be achieved when a significant amount of researches would be performed regarding the anti-productive behavior phenomena, however in Iran so much few researches have been performed in this regard. In fact in Iran it is not yet determined that what kinds of behaviors are seen harmful for the goal and proper performance of the organization in the view of the employees of the organizations and industries and what behaviors are considered as non-harmful behaviors (Mehdad and Mahdi Zadegan, 2009, pp.77-82).

Although the importance of the role of National Iranian Gas Company is known to everyone, but it can be claimed that this company is among those organizations which is trying to influence the behavior of its consumers and direct it toward improved

consumption so that the resource of gas, which is a blessing given by God, will be used in an useful and effective manner, because Iran with having 12.2% of the resources of crude oil and 16% of the resources of natural gas of the whole world, has the 2<sup>nd</sup> rank in having oil and gas resources only after Saudi Arabia (oil) and Russia (gas). Without any doubt Iran with having such rich resources and sharing the biggest discovered gas field of the world, intends to obtain a big share of the future market of energy with its planning. Without any doubt in establishing the perspective of the development of the country, all the eyes are focused on this matter that instead of exporting crude oil and gas, we should export oil, gas and petrochemical products, so that in Global Market Crisis of this fuel substance, sanctions will not cripple us (Farhangi et al., 2009).

Since National Iranian Gas Company is considered as one of the most important companies in the field of petroleum industry of Iran and has expert employees and on top of these is one of the most profitable and strategic industries of Iran, therefore; the perception of the employees of this company of organizational justice and its effect on their productivity is so much important. However; it should be mentioned that currently we are facing some scientific and practical gaps in this field. It means not only so far no attention has been given to this issue and in addition to this and no research has been performed on this issue, but they haven't studied it from theoretical point of view as well. Therefore it can be claimed that performing any research in this field which would study the effect of organizational justice on anti-productive behaviors in NIGC (National Iranian Gas Company) seems essential and this research intends to study the effect of organizational justice on anti-productive behaviors of the employees of NIGC, and we hope that the obtained findings can be of help to the authorities to solve the problems in this field.

## 2. Research Methodology

Research methodology in behavioral sciences is determined by considering 1) research goal; 2) method of data collection and 3) method of conduction (Bazargan et al., 2008, p.30).

The current research is an applied research from the goal point of view, and from the point of view of collecting data and information and the method of analysis is a descriptive and non-experimental and is survey research from the point of conducting.

### 2.1. Instruments

In this research for measuring the variables, two questionnaires have been used which are: standard questionnaire of organizational justice

adapted from the work of Chester and Arnold (2007) and the standard questionnaire of employees' anti-productive behaviors adapted from the Benet and Robinson (1995) model. The mentioned questionnaires contain 4 sections. The first section includes a brief description for creating more clarity for participants for completing the questionnaire. Second section of the questionnaire includes Demographic information with 6 questions regarding age, educational level, gender, marital status, type of employment and years of service of the participants. The third section contains questions regarding the variable of organizational justice with three dimensions (distributional, procedural and interactive justice) with a total of 26 questions and finally the fourth section which contains questions related to the variable of anti-productive behaviors with 4 dimensions (breaking norms of productivity, breaking financial norms, breaking political norms and personal aggression) with a total of 16 questions.

### 2.2. Research population and sample

A research population is a collection of individuals or units which are at least having one common characteristic. The common characteristic is one which is common among all the members of the population and is distinguishing the research population from the other populations (Azar, 2004, p.5).

The population of the current research includes all the employees of National Iranian Gas Staff Company, which are a total of 200 individuals and from them 140 individuals have been chosen by simple random sampling method and have been studied.

## 3. Results and Discussion

Considering the questions and the collected date from the research sample we can report the following findings:

**Question 1:** Does organizational justice have a significant effect on the anti-productive behavior of the employees of NIGC?

For predicting the changes in anti-productive behaviors of the NIGC employees through the variable of organizational justice and for studying the relationship between them, two-variable regression has been used and the results have been presented below:

**Table 1.** General determinants of the regression analysis of the effect of organizational justice on anti-productive behaviors

Regression model	R <sup>2</sup>	Adjusted R <sup>2</sup>	Standard $\beta$	P
1	.792	.791	-.890	.000



Considering the adjusted determinant coefficient value (0.791), organizational justice has a significant effect ( $p < 0.01$ ) on anti-productive behaviors of NIGC employees and it can be said that for each standard deviation unit of increase in the value of organizational justice, -0.890 standard deviation decrease is occurred in the anti-productive behavior of the employees.

**Question 2:** Does procedural justice have a significant effect on the anti-productive behavior of the employees of NIGC?

For predicting the changes in anti-productive behaviors of the NIGC employees through the variable of procedural justice and for studying the relationship between them, two-variable regression has been used and the results have been presented below:

**Table 2.** General determinants of the regression analysis of the effect of procedural justice on anti-productive behaviors

Regression model	R <sup>2</sup>	Adjusted R <sup>2</sup>	Standard $\beta$	P
1	.777	.776	-.882	.000

Considering the adjusted determinant coefficient value (0.776), procedural justice has a significant effect ( $p < 0.01$ ) on anti-productive behaviors of NIGC employees and it can be said that for each standard deviation unit of increase in the value of procedural justice, -0.882 standard deviation decrease is occurred in the anti-productive behavior of the employees.

**Question 3:** Does distributive justice have a significant effect on the anti-productive behavior of the employees of NIGC?

For predicting the changes in anti-productive behaviors of the NIGC employees through the variable of distributive justice and for studying the relationship between them, two-variable regression has been used and the results have been presented below:

**Table 3.** General determinants of the regression analysis of the effect of distributive justice on anti-productive behaviors

Regression model	R <sup>2</sup>	Adjusted R <sup>2</sup>	Standard $\beta$	P
1	.182	.176	-.427	.000

Considering the adjusted determinant coefficient value (0.176), distributive justice has a significant effect ( $p < 0.01$ ) on anti-productive behaviors of NIGC employees and it can be said that for each standard deviation unit of increase in the value of distributive justice, -0.427 standard deviation

decrease is occurred in the anti-productive behavior of the employees.

**Question 4:** Does interactive justice have a significant effect on the anti-productive behavior of the employees of NIGC?

For predicting the changes in anti-productive behaviors of the NIGC employees through the variable of interactive justice and for studying the relationship between them, two-variable regression has been used and the results have been presented below:

**Table 4.** General determinants of the regression analysis of the effect of interactive justice on anti-productive behaviors

Regression model	R <sup>2</sup>	Adjusted R <sup>2</sup>	Standard $\beta$	P
1	.30	.295	-.547	.000

Considering the adjusted determinant coefficient value (0.295), interactive justice has a significant effect ( $p < 0.01$ ) on anti-productive behaviors of NIGC employees and it can be said that for each standard deviation unit of increase in the value of interactive justice, -0.427 standard deviation decrease is occurred in the anti-productive behavior of the employees.

#### 4. Conclusion

In the last decade of 20<sup>th</sup> century, most of the attention of scholars and researches is around the organizational justice as an important concept and it have the main topic of study in organizational and industrial psychology (Greenberg, 1990, p.65). Justice in organization represents equality and moral behavior considerations in it (Corpanzo et al., 1997, p.350) and due to its relationship and connection with essential organizational processes such as: organizational commitment, citizen-oriented, job satisfaction and performance; it has gain so much of importance (Colequite, 2002, p.232). In addition to this, recent literature presents a relationship between leadership style, decision making and organizational justice (Tatum, 2003, p.010).

On the other hand, the completely changing conditions which is governing the organizations, increase in competitiveness and the necessity of effectiveness of them in such conditions, have revealed their need to a valuable generation of employees, more than ever, a generation which is recalled as organizational soldiers. Without any doubt these employees are the distinguishing aspect of the effective organizations from the ineffective ones. The reason is that, such employees sees their organization as their home land and for realization of its goals, would put extra effort beyond their duties without any expectations and do not withhold any kind of effort from their sides, since increasing productivity is the

best leverage for increasing and improving the standards of life and confronting the inflation. In general, performance of an economical system in an effective manner depends on complete productivity of its resources.

Although the important role of National Iranian Gas Company is known to everyone, however it can be claimed that this company is one of the companies which is trying to influence the behavior of its consumers and direct them toward consumption improvement, so in this way the resource of gas, which is a God given resource, will be used in an useful and effective manner, since Iran with having 12.2% of the resources of crude oil and 16% of the resources of natural gas of the whole world, has the 2<sup>nd</sup> rank in having oil and gas resources only after Saudi Arabia (oil) and Russia (gas). Without any doubt Iran with having such rich resources and sharing the biggest discovered gas field of the world, intends to obtain a big share of the future market of energy with its planning. Without any doubt in establishing the perspective of the development of the country, all the eyes are focused on this matter that instead of exporting crude oil and gas, we should export oil, gas and petrochemical products, so that in Global Market Crisis of this fuel substance, sanctions will not cripple us (Farhangi et al., 2009, p.110).

Therefore, in the current paper, organizational justice has been considered as independent variable and anti-productive behaviors of the employees of NIGC has been considered as dependent variable. The main goal of the current research is to determine the effect of organizational justice on anti-productive behaviors of the employees of National Iranian Gas Staff Company. The analysis of statistical data show that ( $p < 0.01$ ) there is a negative and significant relationship between organizational justice and anti-productive behaviors of the employees of NIGC and also the dimensions of organizational justice including procedural, distributive and interactive justice have a significant and negative effect ( $p < 0.01$ ) on anti-productive behaviors of the employees of this company. These

results are consistent with the results of the research of Eshghi and Mahd Zadegan (2011).

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