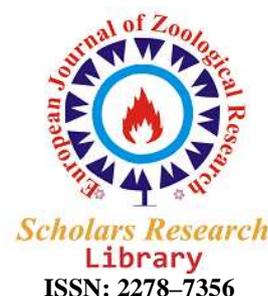




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# Perception of organizational justice, intelligence and effectiveness

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## ABSTRACT

The aim of this study was to investigate the relationship between organizational justice and organizational intelligence with organizational effectiveness of employees of Youth and Sport organization. The sample of this study includes 140 employees responding to questionnaires. This is a descriptive, correlational, and applied research. For data collection, questionnaires of Albrecht organizational intelligence, Neihouf and Mourman organizational justice and Asadi effectiveness have been used. In order to analysis the data, Pearson correlational coefficient and regression analysis with step -wised method have been used. The results of analysis indicated that there were positive and significant differences between organizational intelligence and its subscales with organizational effectiveness of male and female employees. Furthermore, significant differences have been shown between organizational justice and its subscales and organizational effectiveness of male and female employees. Finally, the results of regression analysis indicated that the best variable which could predict the organizational effectiveness of employees of both genders, is organizational intelligence.

**Keywords:** organizational intelligence, justice, effectiveness

## INTRODUCTION

Today, one of the most important goals of each organization is to improve and increase the efficiency and sport organizations are not exceptional to this formula, this is possible through realization of effective factors on the efficiency of organization. Efficiency is related to the efficient use of resources in production of good or proving the services, in other words, it is the optimum use of inputs for obtaining outputs [5]. Those studies investigating organizational efficacy mostly refer to the organizational intelligence as one of the main and effective variables on efficiency [14, 22, 10, 17, 20, 2].

Albrecht [8] defines organizational intelligence as the talent and capacity of an organization in activating the mental ability and to focus on satisfying the organizational missions. As we measure the individuals' intelligence through IQ, it is possible to measure the intelligence, intellectual capacity and the intelligence of the whole organization [21]. Organizations unconsciously enter a competitive path and accept this idea that the effect of organizational intelligence is completely obvious and salient. Looking at the structure of general directorates of youth and sport, makes it clear that these organizations made static the power of thinking and utilizing the creative power of human thought, so individuals' potential thoughts will remain passive instead of becoming active [1].

The social scientists have recognized the significant of organizational justice as the main basis for effectiveness of organizational processes and job satisfaction. Preserving organizational justice indicates how the employees should be treated to make them feel they have been treated fairly [18].

The studies have shown that if the organizations and managers preserve justice, the employees will probably be engaged in social useful behavior and citizenship behavior as related to the organization. In other words, they will perform more volunteering attempts beyond their assigned tasks and duties [12]. On contrary, lack of justice will lead to negative consequences and unintended costs for organization including dissatisfaction, embezzlement, violation of workplace and personnel change [7]. Thus, managers' paying attention to organizational justice can lead organization efficiency.

As the executor and trustee of sport, general directorate of sport and youth have the responsibility in training the physical and perceptual force of human resource of society. The goal of organizations including sport organizations is to reach the highest degree of efficiency, i.e. maximization of using resources, human force and facilities, to decrease the production costs in a scientific way and increase the employment and attempt with the aim of increasing real wages and improving the life standards to the benefits of employees [13].

Khodadadi et al [14] investigated the relation between organizational intelligence and its elements with effectiveness of the managers of physical education offices. The results of their study showed that there is significant positive relationship between all elements of organizational intelligence and effectiveness. Moreover, among the elements of organizational intelligence incline to change, spirit and application of knowledge were able to predict meaningfully the effectiveness. However, Asqari [22] in his study showed that among the elements of organizational intelligence shared destiny, spirit, unity and agreement were able to predict meaningfully the effectiveness of intended employees. Investigating the relation between the perception of organizational justice and organizational effectiveness and job satisfaction of teachers, Afifi [10] concluded that there is meaningful relation between organizational justice and effectiveness and job satisfaction of teachers. The study of Yektayar et al. [15] showed that organizational justice have a significant role in the cognition and knowledge of managers. Hamzadehkhah et al. [3] concluded that there is a significant relationship between organizational justice and social relationship in employees. The result of Hedayati et al [15] study indicated that there is meaningful and positive relation between organizational justice and the effectiveness of hospital staff. Among the dimensions of organizational justice, only interactional justice showed meaningful relation with organizational effectiveness.

The main aim of this study is to investigate the relation between organizational intelligence, organizational justice and organizational effectiveness. Besides, the other aim of this study is to test the hypothesis that is it possible to predict the organizational effectiveness through organizational justice and organizational intelligence in the staff.

## MATERIALS AND METHODS

This is a descriptive survey and practical field study and correlational. The population of this study includes 140 employees of sport and youth organization of Alborz province, 84 men and 56 women responded to the questionnaires. To measure the organizational intelligence, Albrecht organizational intelligence inventory [8] was used. It is including 35 items measuring strategic outlook, shared destiny, incline to change, spirit, unity and agreement, applying knowledge and performance pressure. To investigate the organizational justice, Neihouf and Mourman questionnaire was used. This questionnaire includes 20 questions measuring organizational justice (distributional justice, procedural justice and interactional justice). Furthermore, organizational effectiveness questionnaire was used to measure organizational effectiveness. All these evaluate the employees' responses in Likert 5-points scale. Reliability coefficients for organizational intelligence, organizational justice and organizational effectiveness were respectively reported as 0.94, 0.90 and 0.78. The construct validity for measuring organizational intelligence, organizational justice and organizational effectiveness were 0.83, 0.73 and 0.78, respectively. For descriptive analysis of data mean, standard deviation and Pearson correlational coefficient and for prediction of variables and construction of prediction equation, multivariable regression step-wised method, which is a fit statistical method for analyzing the data, were used.

## RESULTS

Table 1 shows the mean and standard deviation of research variables in male and female employees.

**Table 1. Descriptive statistics**

Variable	Female M± SD	Male M± SD
Organizational Intelligence	93.3± 19.1	88.3 ± 19.8
Organizational Justice	55.8 ± 15.2	49.8±12.5
Organizational Effectiveness	57.4 ± 9.7	58 ±7.7

The results of table 2 shows that in women, the correlation between organizational effectiveness and organizational intelligence is 0.63, organizational effectiveness and organizational justice is 0.45 and intelligence and organizational justice is 0.58 and they are meaningful at 0.01. In male employees, the correlation between effectiveness and organizational justice is 0.74, effectiveness and organizational justice is 0.44 and intelligence and organizational justice 0.50 and they are meaningful at 0.01.

**Table 2. Pearson correlation coefficient between the variables of study**

Variable	field	1	2	3
1. Organizational Effectiveness	Female	-	0.63**	0.45**
	Male	-	0.74**	0.44**
2. Organizational Intelligence	Female	-	-	0.58**
	Male	-	-	0.50**
3. Organizational Justice	Female	-	-	-
	Male	-	-	-

\*\*significant at  $P < 0.01$

To investigate the multiple relations between organizational effectiveness, and organizational intelligence and justice in female employees, first organizational intelligence was entered into regression model for having the highest correlational coefficient with organizational effectiveness. Table 3 shows the results of multiple regression analysis. The multiple correlational coefficient of organizational intelligence and effectiveness, i.e. the correlation coefficient between the dependent and independent variable of the model is 0.63 and the determination coefficient, i.e. a percentage of dependent variable changes which is expressed by linear model is 0.40. Thus the mentioned variable expresses 40% of the organizational effectiveness variance in female employees.

Furthermore, regression equation with  $F = 35.40$  has been reported as being meaningful in  $p < 0.01$ . The results included in table 4 indicated that the equation with regression coefficient of organizational justice  $\beta = 0.63$  and  $F = 35.40$  and  $t = 5.90$  are meaningful in  $p < 0.01$ . Thus, this equation will be valid with regression coefficient of organizational intelligence and constant value of 27.50 as follow:

$$y' = 27.50 + 0.63 \text{ organizational intelligence}$$

**Table 3. Regression coefficients between the variables in female employees**

Criterion variable	Predictor variable	R	R <sup>2</sup>	F, P	$\beta$
organizational intelligence					
Organizational effectiveness	organizational intelligence	0.63	0.40	35.40	$\beta = 0.30$
		0.001		$t = 5.90$	$p = 0.001$

To predict the organizational effectiveness in terms of organizational intelligence and organizational justice of male employees, first, organizational intelligence with the highest correlation coefficient with criterion variable was entered to the model. Table 4 indicates the results of regression analysis. The multiple correlation coefficients of organizational justice and organizational effectiveness, i.e. the correlation coefficient between dependent and

independent variables in model is 0.74 and the determination coefficient, i.e. a percentage of the changes in dependent variable expressed by linear model is 0.55. Thus, the mentioned variable determines 55 percentage of organizational effectiveness variance in male employees.

Furthermore, the equation with regression coefficient of organizational intelligence  $\beta = 0.74$  and values  $F = 102.10$  and  $t = 10.10$  are meaningful in  $p < 0.01$ . Thus, the model is valid with organizational justice variable and constant value of 32.4.

$$y' = 32.4 + 0.74 \text{ organizational intelligence}$$

**Table 4. Regression coefficients between the variables in male employees**

Criterion variable	Predictor variable	R	R <sup>2</sup>	F, P	$\beta$
					organizational intelligence
Organizational effectiveness	organizational intelligence	0.74	0.55	102.10 0.001	$\beta = 0.74$ $t = 10.10$ $p = 0.001$

## DISCUSSION AND CONCLUSION

The main objective of this study is to investigate the relation between organizational intelligence, organizational justice and organizational effectiveness. Besides, the other objective of this study is to test these hypotheses: is it possible to predict the organizational effectiveness through organizational justice and intelligence in male and female employees?

The findings indicate that there is meaningful relation between organizational intelligence and effectiveness in male and female employees. The results obtained are in line with the results of some researchers [12, 14, 22, 2, 20, 8]. According to Simic [6] those individuals and organizations with high level of organizational intelligence show significant excellence in solving organizational problem, understanding knowledge and improving performance rather than other employees.

To explain these findings, it could be argued that in organizations which use employees with higher IQ, more successful managers take the responsibilities. These managers provide better conditions for organizational effectiveness by making use of their employees' intelligence. Simic [6] believes that nowadays, due to the advances in science and technology and emergence of new needs and challenges, the organizations become more complex and their management becomes more difficult. This concept becomes more significant when we admit that besides the great and productive human resource, the smart mechanical tools also have some role in the organizations' performance and function. Thus, in today's complex organizations, organizational intelligence is the sum of human active intelligence and artificial intelligence. Undoubtedly, the managers of organizations have no other way except to utilize these two intellectual flow for increasing the dynamism and effectiveness of their organization. In this study, a meaningful relation has been shown between organizational justice and efficiency. This finding is in line with other studies [10, 4, 5, 13, 17, 19, 21]. By creating a fair environment, the managers can increase the organizational of staffs or organizational effectiveness. This, the managers of organizations can provide the ground for increasing the commitment to work by developing the justice between employees.

The results of this study showed that organizational intelligence predict the organizational effectiveness of male and female staff. This finding is in line with the study done by Stascobset and Stein. They also showed that universities with higher level of organizational intelligence have higher effectiveness and they consider intelligence as the basis for development of university. Riera and Ijima [2] indicated that companies with staff having higher organizational intelligence do more investment in information technology and benefit from higher effectiveness.

The results of studies including the present study indicate that, in one hand, there is meaningful relation between organizational intelligence and justice and organizational effectiveness; on the other hand, among the studied variables, organizational intelligence showed the highest correlational coefficient with organizational effectiveness. Furthermore, it is organizational intelligence which could predict the effectiveness of employees in organization. Thus, it seems that if the aim of managers of sport and youth organizations is to help development and to increase

their own organizational effectiveness and if they want to find a proper and reasonable solution for their inter-organizational problem in a scientific way; they are required to pay considerable attention to the results of studies done on organizational management. Moreover, by preserving organizational justice, they are required to provide some conditions for their employees regardless of their gender so they could reinforce the organizational effectiveness by using organizational intelligence.

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