The relationship between religious attitudes and perceptions of organizational justice in coaches

Mozafar Yektayar[1], Farshad Tojari[1], Ali Zareie[1], Sardar Mohammadi[2]

[1]Department of Physical Education, Central Tehran Branch, Islamic Azad University, Tehran, Iran
[2]Department of Physical Education, University of Kurdistan. Sanandaj, Iran

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ABSTRACT

The purpose of this study is to investigate the relationship between religious attitudes and organizational justice of professional sports coaches in Iran. 293 of Iran's professional sports coaches were totally selected as the sample. The research method was correlational and to measure religious attitudes and organizational justice, organizational justice questionnaire and researcher made questionnaire (Rego and Cunha, 2006) were used respectively. Alpha Cronbach of the made questionnaire in a manual study was 0.91; to check for normal distribution of the data, Kolmogorov Smirnov test and to analyze the data statistical methods of Pierson correlation coefficient and multiple correlation were used. Results indicated that religious attitude and its components have a significant and positive correlation with each of the components of organizational justice. Mode of the relationship between religious attitudes and organizational justice components which is obtained as the result of this study can have a significant role in the cognition and knowledge of the managers in order to take measures to improve the religious attitudes and perceptions of organizational justice in the coaches.

Keywords: Religious Attitudes, Organizational Justice, Professional Sports Coaches, Iran
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INTRODUCTION

In order to improve and develop management and access to organizational goals, managers are forced to study human behavior and its formation. Organizations are composed of unique individuals, so each person, based on the attitudes, feelings, desires, intrinsic and acquired properties and his environmental conditions, behaves specifically at certain times [1].

Knowledge of the personality characteristics of the individuals and factors affecting behavior to improve organizational processes, as well as achieving organizational goals and reduction of conflicts are among the important issues for the managers in organizations. Also, recognition of the individuals' attitudes, their beliefs and views because of the remarkable results that can have on improving the relations and organizational behavior is important. Researches about attitudes of the members of organizations make the managers aware of the attitudes of the employees towards their organization and understand the fairness of their policy and behavior [2]. According to equity theory, individuals compare themselves with other ones in the organization and those in other organizations, and this will be the basis of their perception and motivation [3].

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Attitude is a set of personal characteristics, norms, values, feelings, ideas, thought sand meanings that determines how a person will be have in a particular situation [4]. Since attitude is one of the constituent elements of the individuals' behavioral system, one of the fundamental and main topics in the field of organizational behavior is certainly to pay attention to this issue. Religious attitude and belief are among the obvious examples of this issue [5].Religious attitude is a set of religious beliefs, religious practices and divine interactions. In other words, religious world view and quality of life, morality and beliefs, prayers and social behavior, and internal spirituality are considered as the components forming religious attitudes [6].Kent Pargament believes that religion can be effective in creating emotional calm, self-development opportunities and feeling of comfort, controlling stress and resolving everyday problems [7].In the past three decades, various studies have shown that religious attitudes have a significant correlation with the reduction of the symptoms of anxiety and depression, individuals 'increased compatibility with different environments and conditions, and generally with physical and mental health[8].Religion and faith are the core aspects of individual concepts which prohibit individuals from doing certain things in the workplace [5]. Results of some studies show that having religious beliefs and participation in religious ceremonies can lead to individuals' adaptation and control in different circumstances [9].Glock and Stark (1966) believed that in all religions in the world, despite differences in details, there are common are as for the manifestation of religiosity and religious approaches. [4].

Religious attitude dimensions are: a) religious beliefs, including belief in Allah and the Hereafter, b) religious behaviors, including religious ethics, prayers, participation in religious communities and religious education of children, and c) divine interactions, including praying and believe in God's supervision over the matters (Aryan, 1998). [10]. Findings of some researchers suggest that religion and faith are one of the core aspects of individual concepts which prohibit individuals from doing certain things in the workplace [5]. Other findings showed that religious beliefs and attitudes affect various aspects of human life and as a supporting power reduce stress and psychological pressures, increase self-esteem, commitment to the affaires and hope for the future [6].Results of some studies show that people who have a positive attitude towards the organization, are more satisfied and fair, have a higher perception of justice and a better job performance, thus organizational goals are achieved more pleasantly [11, 12].Findings of Thomas Adams (2008) showed that saying prayers leads to the employees 'perception of justice in the workplace, and will increase their satisfaction[13].Also, study results of Ellison (1991) showed that people with higher religious attitudes have higher rates of life satisfaction, happiness and joy, and show fewer negative implications facing adverse life events[14].

Undoubtedly, individuals' attitude is one of the influencing factors on their perceptions of justice. Realization of justice in society has been one of the fundamental human aspirations throughout history. In this regard, various human and divine schools of thought have suggested different solutions as its explanation [15]. Justice and its implementation, as one of the basic and innate requirements of human beings, has always provided the proper context for development of human societies throughout human history [16].Organizational justice means to define the ways that the employees should be behaved, so that they feel they have been treated fairly [17].One component of organizational justice is distributive justice which points to the fairness of the outcome sand results that the employees get [18, 19]. Another component of organizational justice is procedural justice which shows the fairness of the methods used to determine the consequences [19, 12, 20,21, 22, 23]. And the other aspect of justice is interactive justice which refers to the extent of transparency and accuracy of a manager's explications in distribution of resources and pertinent procedures, methods by which the manager explains and describes his decisions [24, 21].
As athletic trainers have various attitudes, reviewing their attitude is crucial because it can have remarkable affects on improving relations and organizational behavior. Researches on trainers' attitude make the authorities cognizant of their attitudes toward themselves and they can find out whether their behaviors and the policies they apply are fair or not? [2]. Some research results show that the employees' beliefs, feelings, attitudes and behavior plays an important role in the trainers' processing of justice and this kind of attitude affects their dealings with athletes and other people. Eventually, such a fair treatment generally results in higher commitment, motivation and higher efficiency,… [1].

Regarding very rapid changes in technology, different attitudes of the sports team members particularly at national team levels, and highly variable conditions in sports competitions, sports coaches, in order to see athletes and sports teams' success, in addition to understand the changes, should undoubtedly pay special attention to the desires, attitudes and ways of fair dealing and their selection, to achieve the best results and gain the purpose or in other words, to see the effectiveness of the teams under their guidance.

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MATERIALS AND METHODS

The present study was correlational. The study population included all male and female coaches of Iran's national teams (N =300), who were totally selected as the sample. The measuring tools of the research variables included: 1 – individual characteristics questionnaire; 2-Religious attitudes questionnaire; and 3 -standard questionnaire of organizational justice [25].To determine the validity and reliability of the questionnaires, identification and resolving the probable ambiguities, preliminary study was performedon50 of the top leagues coaches. To determine face and content validity, some experts' opinions were used and to define the construct validity, exploratory and confirmatory factor analysis was utilized. Results of the exploratory factor analysis with Promax rotation was significant for the religious attitude scales(KMO =0.916, KB= 2.612; df= 66; P= 0.001).Confirmatory factor analysis for the scale of religious values and attitudes was (AGFI =967.0, df= 53, P =0.000) and for organizational justice, was (AGFI =0.987, df=74, P =0.000).Also, to determine the reliability alpha Cronbach was used whose results for religious attitude questionnaires was (α=0.91)and for organizational justice,(α=0.93). In the questionnaires of religious attitudes, cognitive alpha coefficients was (α=0.93), the behavioral was (α=0.87) and the emotional was (α=0.88) and in the questionnaire of organizational justice, distributive justice alpha coefficients was (α=0.79), the procedural was (α=0.78) and the communicational,(α=0.79). Regarding the results of alpha Cronbach it can be acknowledged that the obtained alpha coefficients are acceptable and the measurement tools have a good level of internal consistency. In order to organize and summarize data, descriptive statistics was used, and in inferential statistics, exploratory factor analysis and confirmatory factor analysis were used to determine the construct validity, also multiple correlation tests and multivariate regression were utilized to predict and determine the relationship between religious attitude and its aspects with organizational justice in athlete trainers. The data was analyzed using «LISREL», version8.52, and «SPSS» software, version19.

RESULTS

Out of the 293 subjects (national teams' coaches) who participated in this study, 218 were men, 74.41% and75 were women, 25.59%; 224 were married(76.45%), and69 were single(23.45%); the highest number of respondents were between41 and 50years old, 66.9%, and the lowest number of respondents were between 40-31years old, 13.4%.Also,79 (26.96%) had a master's degree, 134 (45.74%), a bachelor's degree, 52(17.75%) had associated degrees and28(55/9%), a diploma.

Results in Table 1shows that there exists a significant relationship between religious attitudes and organizational justice (P= 0.001*, r=83.7). There is also a significant relation between religious attitude components (cognitive, emotional and behavioral) of the country's coaches with organizational justice.

The mean, standard deviation and correlation matrix related to religious attitudes and its components with organizational justice of national teams' coaches are shown in Table 1.

Variable	Mean-SD	Organizational justice (mean and SD)	R	P
Religious attitude	54.67±1.55		.318	.001*
Cognitive	18.90±3.03	83.71±5.54	.153	.027*
Emotional	21.93±3.40		.184	.008*
Behavioral	16.68±1.93		.214	.002*

*p≤0.05**

Results of the multivariate regression with simultaneous entry method, for predicting organizational justice, based on cognitive, emotional and behavioral variables (components of religious attitudes) of the attitudes of national teams' coaches showed that these variables can be significant predictors of organizational justice($F_{2, 58}$ = 6.011, P = 0.004, r^2 = 0.172). The rate to predict organizational justice using cognitive, emotional and behavioral components of the national team coaches are shown separately in Table 2.

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Table 2Regression coefficients associated with the prediction of "organizational justice", based on the "religious attitude components" of national teams' coaches

Predictive variables	ß coefficient	B	P	t
Cognitive	.172	.319	.170*	1.903
Emotional	.162	.392	.036*	1.783
Behavioral	.127	.495	.016*	2.439

P≤0.05*

DISCUSSION

Results of this study showed that religious attitude of professional sports coaches has a positive and significant relationship with perception of organizational justice. Results of this study suggest the importance and significant role of religious attitude as a motivating tool in organizational behavior of the sports coaches and necessity of its inclusion by sports managers of the countries in their planning. Researchers believe that religious attitude and its various domains are predictors of variables such as organizational commitment, organizational justice, organizational trust and organizational productivity. Results of this study showed that people with higher religious attitudes have better perceptions of Justice and there is a significant relationship between religious behavior and cognitive components and understanding of organizational justice. In other words, based on the findings of this study it can be asserted that people who are more committed to religious precepts and principles, and have higher religious knowledge, judge better, have greater understanding of justice, and are more committed to their duties than the others; these findings are consistent with those of the studies of Thomas Adams (2008), Khodayari Fard & et al (2006), and Boulter(2002). [13, 26, 27].It seems that the significant relationship between religious cognitive and behavioral components of the religious attitude's variables and perception of justice is because of the internalization of knowledge and manifestation of behavior in them. Also about the relationship between these two variables significant differences were observed in both men and women's group; results showed that women had higher religious attitude than men, however, this difference can be attributed to the country's specific social and cultural characteristics.

According to the study of Williams & et al (2002) which was done on114 employees in various industries, it has been concluded that people with a positive attitude have better civil behavior and interactional justice perception in doing beneficial activities in the organization [28].It seems that coaches with a higher religious attitude have a better understanding of organizational justice processes and more than others try to accomplish goals. This is conceived that if the religious attitude is rational and it's based on social, moral and spiritual teachings, it will lead to perception of justice and proper functioning of the individuals, therefore the results of this study confirmed the significant role of preserving religious values and religious practices in understanding organizational processes.

Thus, considering the role and importance of religious attitudes in explaining civil behavior and organizational justice perception of the individuals that has been confirmed in this study and some other studies, it is recommended that required training courses be held for the managers of the country's sports organizations so that they learn more about the influential aspects of high religious attitude on the behavior of the coaches and athletes, and on their understanding of the team's high performance and problems.

Eventually, the noticeable point about limitation in this study is that regarding the insistence of the government and its policies on the promotion of religion and religious attitudes in society, despite the efforts made to collect firm and correct data, it is likely that some subjects hypocritically tried to demonstrate themselves religious. Mental states of the subjects at the time of responding to the questionnaires is outside the control limits of the researchers as well, never the less, these results must be generalized cautiously.

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