



Investigating the Precedents and Consequences of Feeling of Injustice by the Tehran Municipality Staff

Seyed Mohammad Masoud Bathaei^{1*}, Ali Asghar Fani²

¹ Master student in public administration, Tarbiat Modares University, Tehran, Iran.

² Faculty Member, Faculty of Management and Economics, Tarbiat Modares University, Tehran, Iran.

ABSTRACT

This study aims to investigate the precedents and consequences of the feeling of injustice by the staff of the Tehran Municipality. Therefore, in the current study, two qualitative and quantitative methods (Mixed) were applied to answer the research problem and questions. The data collection tools of this study in the qualitative section is a semi-structured interview. In the quantitative section of this study, a researcher-made questionnaire was also used to collect the data. The abovementioned questionnaire will be designed based on the items extracted from the interviews done with the experts. In the qualitative section, data resulted from each one of the interviews are coded and the items extracted from these coding are considered as a base for designing the questions. Inferential and descriptive statistics (SPSS software) was used to analyze the data obtained from the quantitative method of this research. There is no significant relationship between the men and women, married and single, and between the experts and managers in the sense of injustice. Differences between the sense of injustice in different education degrees and the difference between the job experience in the emergence of the sense of injustice are statistically significant. The effect of salary on the feeling of injustice is not significant at the error level of more than 0.05.

Keywords: *Feeling of Injustice, Employee, Manager, Municipality of Tehran*

Corresponding author: Seyed Mohammad Masoud Bathaei

e-mail ✉ masoubathaei@yahoo.com

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1. INTRODUCTION

Justice in the workplace has been used as an explanatory variable for many decades since many events and happenings in various studies. This phenomenon is related to the perception of individuals or groups about the observance of fairness and justice in the behaviors and decisions of the organization at different levels and behavioral and perceptual responses to these perceptions. This is why in the studies and theories, perceived organizational justice is mentioned.

In the recent 30 years, the studies on organizational justice have been increased and the role of human capital is known as the main factor of development in the countries. In order to satisfy the human capital, we must know his needs and meet them for the high efficiency for the organization he plays the role if we cannot know the needs of the staff and treat the staff with justice in the organization, and have the fair payments, considering the level the staff are in the organization, we must inform them about their goals, policies and the main destinations, undoubtedly, the staff will feel discouraged and boredom about the job and will have the job burnout or the organization will face the staff skiving or pretending to work.

Injustice or organization justice and perception and attitude of the staff to today's organization are well perceived and organized and in the variable conditions, and in order to achieve

more efficiency and effectiveness and reach the determined goals, it is necessary to pay enough attention to the human sources. Perhaps more than anything else, it is people's attitudes that affect their efficiency and performance. Therefore, in this regard, the present study has tried to help improve the performance of employees by examining the precedents and consequences of the feeling of injustice in the municipality and provide more effectiveness.

Tehran Municipality, as an organization that has the role of managing the metropolis of Tehran, has a serious task. Now, if this organization wants to fulfill its duties and mission properly, it must be able to keep its human capital satisfied and meet their demands. In order to keep manpower satisfied, we need to identify his needs and address his shortcomings. But how can a man with a sense of injustice be satisfied with his job and thus work with high productivity? When this is not achieved, the productivity of the Tehran Municipality will certainly decrease and as a result, it will not be able to properly manage the metropolis of Tehran.

2. RESEARCH METHOD

The study method of these studies is more quantitative and the views of experts in previous research have been less considered. The statistical population in a small section includes 68,000 employees of the Tehran Municipality.

In this research, two sampling methods have been used in the framework of qualitative and quantitative methods. In the

qualitative part of the research, in order to select the statistical sample, the purposeful sampling method has been used. The sampling process at this stage continues until theoretical saturation is achieved (as long as the interviewees do not have new answers to the research questions). Sampling in the quantitative section was performed by systematic random sampling. Also, the sample size is considered 300.

In this study, two tools have been used to collect information in the framework of qualitative and quantitative methods. The data collection tools for this research in the qualitative section are semi-structured interviews. In a semi-structured interview, the questions are pre-designed and the goal is to obtain in-depth information from the interviewee.

Determining the reliability and validity of the measurement tools

In this study, in the framework of qualitative and quantitative methods and tools used - interview and questionnaire - in order to determine validity and reliability, the following has been done.

- In the qualitative part of the research, in order to determine the validity and reliability, multiple coders were used.
- In the quantitative part of the research, in order to determine the validity of the content validity has been used. Accordingly, the developed questionnaire is provided to experts and they are asked to rate 1 to 5 points for each item according to the appropriateness of the items for the purpose of research. Accordingly, items with an average score of less than 3 were reviewed and revised.

The alpha value of the sense of injustice item was 0.783; the alpha value of injustice consequences was 0.838, and the alpha value related to the solutions to solve the sense of injustice is 0.863, indicating high reliability of the instrument. (Description of reliability calculation is mentioned in the attachment).

In order to analyze the data obtained from the quantitative method of the research (questionnaire), descriptive and inferential statistics are used (SPSS software).

3. RESULTS AND FINDINGS

Descriptive findings

Table 1. Statistics of gender

Statistics	Gender
Mean	35.99
Mode	36.00
Range	39
Minimum	22
Maximum	61

Table 2. statistics of job experience

Statistics	Frequency	Frequency percentage
1-5 age	50	16.7
6-10 age	88	29.3
11-15 age	96	32.0
16-20 age	58	19.3
20-25 age	8	2.7
total	300	100.0

Table 3. Statistics of organizational position

Statistics	Frequency	Frequency percentage
Bachelor's degree	200	66.7
Management	100	33.3
Total	300	100.0

Analytical and qualitative findings

Data analysis began with the extraction of concepts and categories (open coding) and irrelevant and repetitive concepts and categories were eliminated. Codes (open coding), concepts (axial coding) were identified. The classes obtained revolve around the system's policy, education, effective factors in the educational system, management, organizational excellence, and leadership of the organization.

1- What are the precedents or factors that cause injustice in the employees of the Tehran Municipality?

According to the results of frequency, 15 percent of municipal managers and deputies have the highest percentage of opinions about the feeling of injustice, such as inequality of payments and benefits, inequality in position assignment, lack of transparency in appointment and appointment of people based on lobbying.

Table 4: Predictions or factors that cause feelings of injustice in municipal employees according to municipal employees

Feelings of injustice	Mean	SD	Value	Rank
Occasionally, managers from non-municipal organizations come to work who are not familiar with the way of working in a municipal organization.	4.33	0.74	1	1
There are intra-organizational cliques and power is incorrectly divided.	4.24	0.73	1	2
The alien manager (managers of non-municipal organizations) who comes to work is unaware of the organization's mechanisms and is trained by experienced employees.	4.18	0.79	1	3
Appointments are based on organizational connections and lobbying.	4.15	0.88	1	4
Some managers are incompetent and unskilled.	4.15	0.77	1	4
Sometimes unrealistic overtime is considered for affiliated employees who are close to the manager.	4.14	0.75	1	5
In allocating facilities, there is discrimination between managers and employees.	3.97	1.03	2	6
Lack of transparency is observed in appointments, and the appointment of individuals is based on managers' discriminating decisions.	3.96	1.11	2	7

The culture of flattery is growing, and flattering staff is approaching managers and receiving special privileges.	3.94	0.85	2	8
Management-affiliated teams move in the organization as the manager moves to the new organization, narrowing the field for former employees. (Bus Management)	3.81	0.88	2	9
There is a sectarian view towards individuals and the appointment of individuals is based on personal interests and tastes.	3.77	0.84	2	10
The organization rules and regulations are not properly enforced by managers.	3.74	0.89	2	11
There is a dissimilarity between managers in different departments in terms of dealing with employees, and employees compare their managers with each other.	3.71	0.76	2	12
People are appointed based on family relationships and ethnicity.	3.69	0.94	2	13
There is no proper evaluation system for the employees' and managers' performance.	3.66	1.06	2	14
Knowledgeable and experienced employees are replaced or eliminated by new managers.	3.65	0.85	2	15
In terms of the level of education, sometimes employees do not have the right awareness of wages and benefits.	3.65	0.87	2	15
There are many ambiguities between employees and managers about performance and wage conditions and benefits and facilities.	3.55	1.03	2	16
There is no right definition of a manager's duties.	3.49	1.05	2	17
There are many ambiguities between employees and employees in other areas about performance and wage conditions and benefits and facilities.	3.43	0.98	2	18
Employees frequently complain of directors.	3.2	0.86	2	19
There is gender discrimination in the appointment of individuals.	3.17	0.94	2	20
The degree of the person is considered and according to the academic education the people are in the right place.	2.56	0.94	3	21
Appointing people for different positions is based on meritocracy in terms of experience and knowledge.	2.31	0.98	3	22
The organizational system governs the organization, not the individuals' and managers' tastes.	2.25	1.1	3	23
The positive behaviors of the people are seen and recorded and there is a fair difference between active and inactive employees.	2.16	1.16	3	24
There is equality in benefits.	2.13	0.73	3	25
There is equality of wages.	2.01	0.67	3	26
In terms of knowledge and expertise, appointing people for several positions is based on meritocracy.	1.96	0.9	4	27
There is equality in post verification.	1.67	0.66	4	28

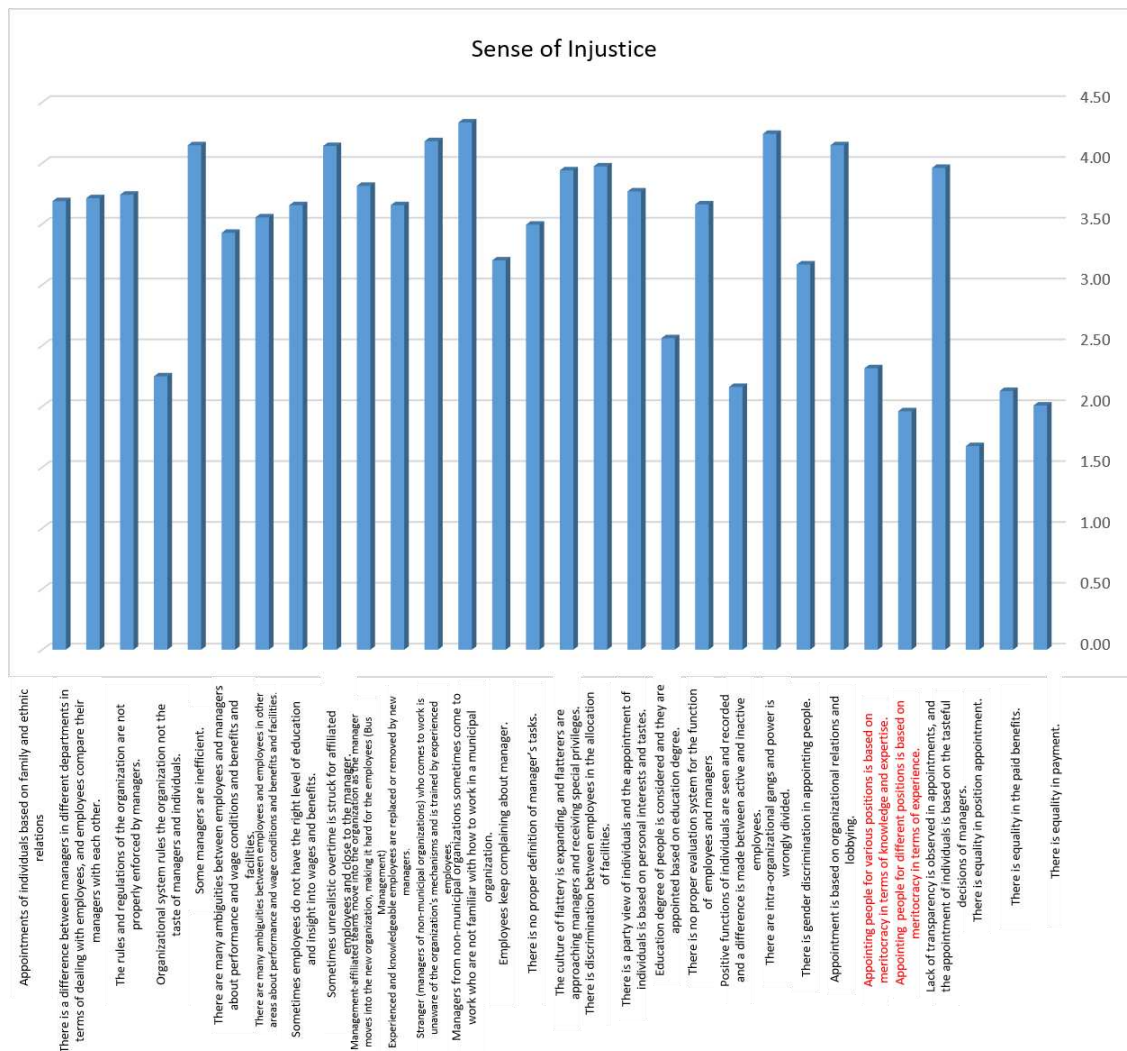


Figure 1. ranking the precedents or the factors of the emergence of the sense of injustice between the Tehran Municipality Staff

2. What are the consequences of the feeling of injustice in the employees of Tehran Municipality?

According to the results of the frequency percentage of the managers and deputies' opinions on the consequences of the sense of injustice among the municipality staff, factors such as

lack of organizational progress, opposition to the organization, burnout, lack of motivation, lack of creativity, lack of innovative and new work, theft of work by employees, taking action by employees by taking bribes and taking action by employees by being a slacker have the highest percentage of frequency.

Table 5: Consequences of feelings of injustice according to municipal employees

Consequences of feelings of injustice	Mean	SD	Value	Rank
Feelings of injustice in the organization have weakened creativity and doing new jobs for employees.	4.37	0.7	1	1
Feelings of injustice in the organization have discouraged employees.	4.25	0.93	1	2
Feelings of injustice in the organization have caused burnout and dailiness for employees.	4.25	0.59	1	2
Feelings of injustice in the organization have led to a lack of organization progress.	4.23	0.93	1	3
Feelings of injustice in the organization cause employees to oppose the organization and sometimes speak out and behave against the organization.	4.19	0.96	1	4
Feelings of injustice endanger organizational health.	4.19	0.81	1	4
The feeling of injustice in the organization has caused the employees not to pay attention to the organization and their duties.	4.13	0.91	1	5
Feelings of injustice in the organization have led to resistance to change in the organization.	4.12	0.86	1	6
Feelings of injustice in the organization have made it difficult to share experiences in the organization	3.99	0.89	2	7

Feelings of injustice in the organization have increased the tendency to underemployment and short-changing among employees.	3.76	1.03	2	8
Feelings of injustice in the organization have increased the tendency to receive bribes.	3.6	0.93	2	9

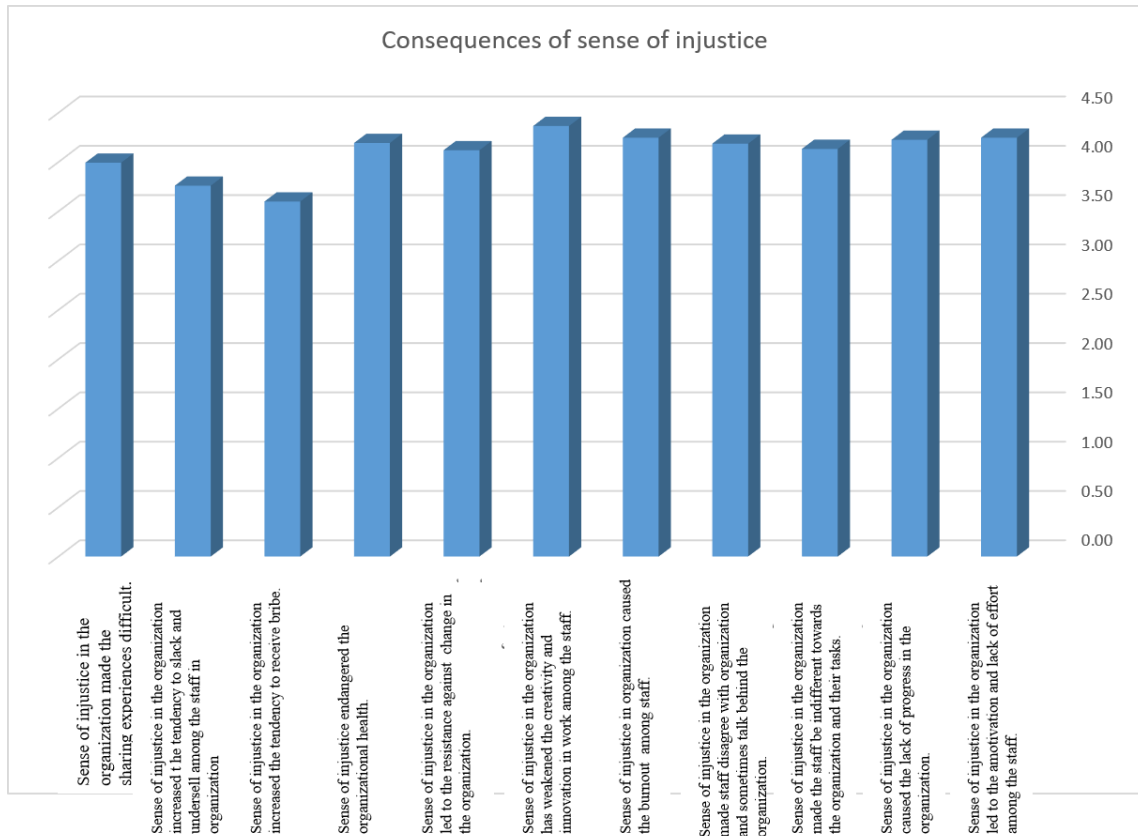


Figure 2. consequences of a sense of injustice

Inferential Analysis

1- Sense of injustice is different between men and women.

Table 6. mean difference of sense of injustice between men and women

Statistics	Frequency	Levene's test		t	Degree of freedom	Sig	Means differences	Standard deviation difference
		F	Sig					
Bachelor's degree	Equality of variances	.616			.433		-1.444	276
Sense of injustice	Lack of equality of variance						-1.395	112.130

According to the results of Levene's test at the significance level of higher than 0.05, it indicates the equality of the variances and in this case, the results of the first row must be used. According to the result of the t-test, in the above table, there is no significant difference between men and women in the sense of injustice. This indicates the lack of difference in the sense of injustice between men and women and gender plays no role in the emergence of a sense of injustice.

2- Sense of injustice is different between married and single people.

Table 7. mean difference of sense of injustice scores to the marital status

Statistics	Frequency	Levene's test		t	Degree of freedom	Sig	Means differences	Standard deviation difference
		F	Sig					
Bachelor's degree	Equality of variances	.305	.582	.613	276	.540	.78711	1.28344
Sense of injustice	Lack of equality of variance			.557	98.452	.579	.78711	1.41314

According to the results of Levene's test at the significance level of higher than 0.05, it indicates the equality of the variances and in this case, the results of the first row must be used. According to the result of the t-test, in the above table, there is no significant difference between married and single people in the sense of injustice. This indicates the lack of difference in the sense of injustice between married and single people and

marital status plays no role in the emergence of a sense of injustice.

3- Education level has an impact on the sense of injustice.

Table 8- comparing the mean of sense of injustice based on the education (One-way analysis of variance)

	Total of coefficients	Degree of freedom	Mean of coefficients	F	Significance level
Intergroup	3856.541	3	1285.514	18.037	.000
Intragroup	19528.437	274	71.272		
Total	23384.978	277			

As can be seen in Table 8, according to the significance level of the F-test which is less than 0.05, the impact of the education level on the sense of injustice is significant at the error level of <0.01 and the confidence level of 99%. this indicates that the mean difference of sense of injustice in the education degree is statistically significant.

4- Job experience has an impact on the sense of injustice.

Table 9. comparing the mean of job experience based on the sense of injustice (One-way analysis of variance)

	Total of coefficients	Degree of freedom	Mean of coefficients	F	Significance level
Intergroup	3180.438	4	795.109	10.743	.000
Intragroup	20204.541	273	74.009		
Total	23384.978	277			

As can be seen in Table 9, according to the significance level of the F-test which is less than 0.05, the impact of the job experience on the sense of injustice is significant at the error level of <0.01 and at the confidence level of 99%. This indicates that the mean difference of job experience in the sense of injustice is statistically significant.

5- Sense of injustice between the experts and managers is different.

Table 10. mean difference of the scores of the sense of injustice among the experts and managers

Statistics	Frequency	Levene's test		t	Degree of freedom	Sig	Means differences	Standard deviation difference
		F	Sig					
Bachelor's degree	Equality of variances	79.725	.000	-.814	276	.416	-.94912	1.16558
Structural and managerial barriers	Lack of equality of variance			-.997	275.566	.320	-.94912	.95202

According to the results of Levene's test at the significance level of lower than 0.05, it indicates the lack of equality of the

variances and in this case, the results of the second row must be used. According to the result of the t-test, in the above table, there is no significant difference between the experts and managers in the sense of injustice. This indicates the lack of difference in the sense of injustice between managers and experts and organizational position plays no role in the emergence of a sense of injustice.

6- The amount of payment has an impact on the sense of injustice.

Table 11. comparing the mean of sense of injustice based on the amount of payment

	Total of coefficients	Degree of freedom	Mean of coefficients	F	Significance level
Intergroup	758.115	4	189.529	2.287	.060
Intragroup	22626.863	273	82.882		
Total	23384.978	277			

As can be seen in Table 11, according to the significance level of the F-test which is lower than 0.05, the impact of the amount of payment on the sense of injustice is not significant at the error level of >0.05.

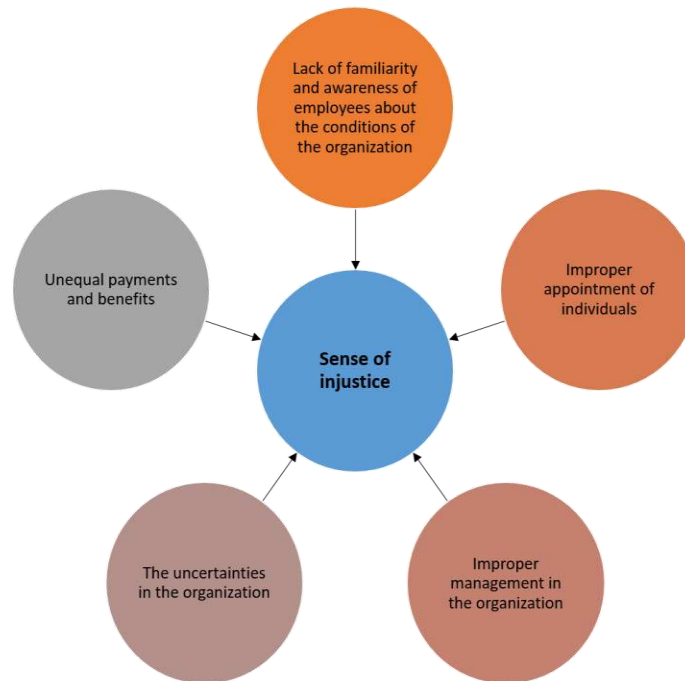
4. DISCUSSION AND CONCLUSION

Today, due to the pervasive and comprehensive role of organizations in the social life of human beings, the role of justice in organizations has become more apparent. Today's organizations are in fact miniatures of society, and the realization of justice in them is the realization of justice at the level of society. For this reason, organizational justice, like other important variables in organizational behavior, including organizational commitment and job satisfaction, has found a special place in management texts (Dehghanan and Ostad Hashemi, 2008).

Organizations, as one of the most prominent features of today's societies, are changing rapidly, and the role of manpower in these developments is undeniable. In the current system, the promotion of individual and organizational performance is one of the main goals of any living and active organization. Justice is one of the requirements of any kind of social participation. The continued presence of individuals in groups somehow depends on how they perceive justice and fairness. The fairer the perception of the behavior of the system by the members of the group or the social system, the more committed they will be to its participation and development. Today, much attention has been paid to justice as an important structure and field of research in organizational behavior.

This study aims to investigate the precedents and consequences of the sense of injustice from the staff of the Tehran Municipality.

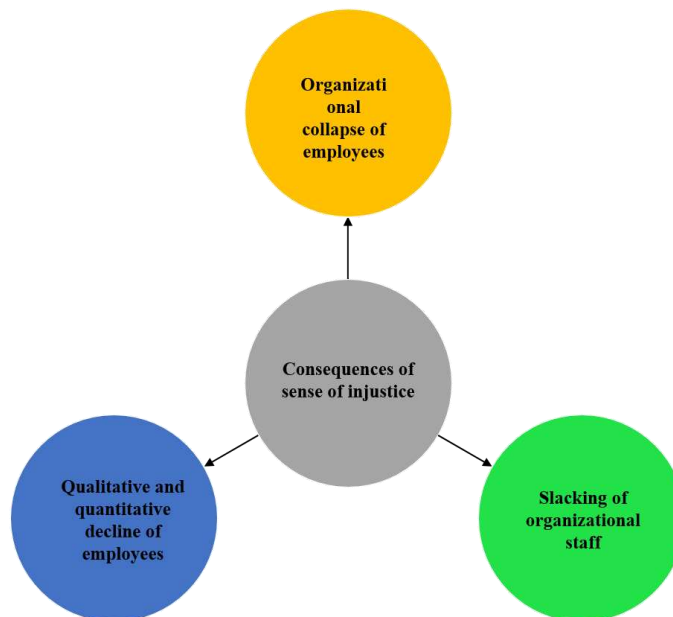
According to the perspective of the municipality staff, the precedents and factors that cause the sense of injustice in the Tehran municipality are presented as the following conceptual model:



Greenberg argues that the perception of organizational justice is essential to the effectiveness of organizational performance and the satisfaction of individuals in the organization and that the organization must make every effort to achieve this (Greenberg, 1987: 14). By gaining a proper understanding of how the dimensions of organizational justice affect the various dimensions of behavior and performance of employees of

organizations, managers have the opportunity to plan and manage more appropriate measures to develop justice in the organization (Seyed Javadin et al., 2008).

According to the results obtained from the perspectives of the Tehran Municipality, and the precedents and consequences of the sense of injustice among the employees of the Tehran Municipality, the following conceptual model is presented.



- Lilly (2017) in a study entitled understanding the rude behavior in the organization from the perspective of organizational justice, investigates how the injustice in the organization can cause rude behavior in the organization. Managers must be aware of the risks of unpleasant

behavior and create such a work environment that prevents the conflict and recommends that the special stages must be applied to help prevent the disorder in the workplace before starting it.

- Najafian and Mahdadeh (2017) conducted a study to determine the relationship between the perception of organizational injustice and the rudeness in the workplace and the mediating of anger. The results showed that the relationship between the perception of the interactive injustice with anger and rudeness, and the relationship between anger and rudeness is significant at the significant level ($p < 0.01$). Findings from structural equation analysis also showed that there is a significant relationship between anger perception and anger, or rudeness in the workplace during a series of chain relationships.
- Mir Kamali, Pour Karimi and Karami (2017) conducted a study aimed at studying the mediating role of organizational justice in the relationship between managers 'ethical leadership style and employees' organizational silence. The findings showed that there is a negative and significant relationship between moral leadership of managers and organizational silence ($r = -0.56$ and $P = 0.01$), there is a positive and significant relationship between moral leadership of managers and organizational justice ($r = 0.73$, r and $0.01 P$), there is a negative and significant relationship between organizational justice and organizational silence of employees ($0.51 = r$ and $0.01 > P$) and organizational justice plays an intermediate role in the relationship between moral leadership and organizational silence.
- Qalavandi, Ashrafi, and Alizadeh 2016, in a study entitled "Predicting professional ethic based on perceived components of organizational justice" and finally concluded that organizational justice of university staff is desirable at a certain level and professional ethic of employees is desirable at a certain level.

According to the results of this research on the existence of the sense of injustice in the municipal organization and considering the prioritization of this feeling and the consequences that the feeling of injustice follows, the municipal organization should take the necessary measures to eliminate it. Among the cases that must be considered are the neutrality of management in the appointment of individuals and the appointment of a competent, strong, capable, and listening manager can be effective in eliminating the feeling of injustice. Evaluating

people based on their competence in terms of knowledge and skills or tests can be effective in relieving feelings of injustice. Also, considering that there is a sense of injustice in other large organizations and reduces the ability and efficiency of employees and harms the body of organizations, it is recommended to conduct such research on other organizations so that the necessary measures are taken timely and before the emergence of any problem in the organization in order to solve it.

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