The effect of perceived justice on employee's self-efficacy

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ABSTRACT

Self-efficacy is an important factor in increasing organizational productivity, because self-efficacy increases the capacity of employees through the formation of mentality and self-esteem. The purpose of this study was to investigate the effect of perceived justice on employee's self-efficacy. The present research method is applied in terms of purpose, in terms of collecting information, is survey and in terms of research method is descriptive-analytic. The statistical population of the study included all nurses working in Fatemeh Zahra and Abbasi hospitals in the Miandoab city (402 people). The sample were 197 nurses randomly selected based on the Cochran formula. For data gathering, used two questionnaires: Organizational justice with a reliability coefficient of 0.89 and self-efficacy questionnaire with a reliability coefficient of 0.87. In order to analyze the information and test the research hypotheses, structural equation model, path coefficient test (β) and coefficients t were used via SPSS v.23 and SMART PLS v.3 softwares. The results of the hypothesis test showed that perceived justice has a positive and significant effect on employee self-efficacy (β=0.765 and t=31.610). Also, the results of the research showed that among the dimensions of perceived justice, procedural justice (β=0.698 and t=25.392) towards distributive justice (β=0.659 and t=20.262) has a greater effect on employee's self-efficacy.

Keywords*: perceived justice, distributive justice, procedural justice, self-efficacy

Introduction

Over the last few decades, the study of justice in work environments as perceived organizational justice has increasingly grown [1]. In general, it can be argued that perceived organizational justice, the perception of individuals or groups of work is based on the presence of justice and fairness in the organization and their behavioral responses to this perception [2]. Among the dimensions of perceived justice, distributive and procedural justice are a good indication of perceived justice; since they are used to better reflect job performance and attitudes, and also to explain the effects of the output of justice. Researchers have argued that distributive and procedural justice are structural and very similar; therefore, in this research, the concept of perceived justice is distributive and procedural justice and in this study, these two dimensions of perceived justice are discussed.

Another of the new research topics that researchers consider to be organizational behavior and human resources is self-efficacy, which is one of the components of psychological capital. Individuals use self-efficacy as indicators to predict their success [3]. In other words, today's employees think and worry about their work more than ever. They will have a secure, long-term, and satisfying job. Employees often start their careers with special hopes and expectations to reach the highest levels in the organization, and most of them pay attention to their progress, achievement of power, gaining the highest responsibilities and rewards [4]. Therefore, in order for employees to achieve their goal of advancement, they must have high self-efficacy in order to be able to handle the responsibilities and tasks they are entrusted with. Therefore, considering the importance of human resources, it is also important to pay attention to improving employee self-efficacy.

On the other hand, it can be argued that hospital services are more dependent on human resources than most known sources. The nature of these services is such that, in order to maximize their efficiency and effectiveness, employees, in addition to having the expertise and skills, must be responsible and able to perform challenging tasks in order to be successful in their efforts [5]. On the other hand always in history, justice has been a essential requirement for the social life of human beings and today, given the important role of hospitals, the role of justice in these organizations has become more and more obvious. In fact, hospitals are a symbol of the aid sector in the community, and the implementation of justice in it is a realization of justice at the community level [6]. The perception of an organization's unfair treatment by the staff reduces morale, leaving jobs, and, in some cases, conflicts with the organization. But if employees perceive justice in their organization, they will recognize that the organization cares for them and protects their rights and interests; thus they will be more motivated to do their responsibilities and challenge tasks. Therefore, the concept of organizational justice and its outcomes should be of interest to managers and organizations, and managers should pay more attention to the role of organizational justice and its outcomes in organizations [7].

Literature Review

Organizational justice has a great influence on organizational behavior and it is very effective in explaining why individuals react to unfair consequences, inappropriate processes and procedures, and unfair practices. The sense of justice in the organization not only affects attitudes, actions and behaviors within the organization, but also influences how they deal with external stakeholders, especially customers, and even affects customers' encounters with individuals and organizations [7]. Perception is the process by which individuals receive data from the environment, select, organize, and interpret some of them, thus give the whole of their own order and concept. Perceived organizational justice is a kind of perception that reflects employees' emotions in relation to decisions and organizational decision makers [8]. Greenberg defines organizational perceived justice as a person's perception of the organization's fairness [9]. In other words, perceived organizational justice means the extent to which the organization is considered to be fair in relation to its employees [10].

Fundamentally, theories of justice are based on the theory of social exchange [11]. According to this theory, human beings, in each social exchange, compare the benefits and costs of the transaction, and if one assumes that the cost of an exchange is more than its benefits, it considers the exchange as an injustice and and will try to abandon it [12]. Therefore, perceived organizational justice also refers to the perception of employees of the benefits and costs of their social exchange with the organization. Therefore, organizational justice reflects the individual's perception of whether he is treated fairly in the workplace or not? [13]. As a result, the employees is for the purpose of perceiving organizational justice and the effect this perception has on the structural (organization) or the social (managers), on the occupational behaviors of the employees including the behavior within the role (job performance) and the meta-role (the citizenship function that is related to the effectiveness of job performance), can lead to fulfilling the tasks at the highest level of citizenship behavior or more in order to eliminate liability and even sometimes less than it; in a way that can be directly observed in the performance of individuals indirectly and directly in their statements [14]. Consequently, if the consequences perceived by the person in the organization are positive and there are proper procedures in the organization that employees can express their opinions and in other words, the positive perceptual specification in employees can be strengthened, it is possible to increase the perception of justice in the employees.

In a wide range of researches done so far in the field of justice, organizational justice has been conceptualized in three dimensions of distributive justice, procedural justice, and interactive justice [15]. A large number of research in the area of organizational justice, historically, focuses on the distribution of payments or rewards associated with work, which derives from the Adams' equity theory [16]. Equality, according to Adams' theory, occurs when employees feel that their inputs (attempts) are equal to their outcomes (rewards) with the same proportion in their colleagues [17]. Therefore, distributive justice is the fairness observed in the results of resources or allocations received by an individual from the organization; reducing it can reduce employee productivity and start retarded work and less cooperation with colleagues and reduce work quality and even robbery and psychological stress in the workplace. [18]. In the 1980s, attention was drawn to justice in research on the procedures through which the consequences were attributed. Thibout and Walker and Leventhal were among the most important scholars in the area of procedural justice. They showed that, in many cases, the procedures by which they were assigned the consequences had far greater significance than the consequences themselves; so that, although individuals may not receive desirable results, but because they believe that the procedures through which these consequences are allocated are in accordance with justice and fairness and are based on right and accepted principles., they are satisfied with the outcomes of their affection [7]. Procedural justice equals the perceived fairness of the procedures used to determine decisions related to employee benefits [19]. In fact, procedural justice refers to the ways in which management decisions are made. Individuals have a sense of justice when decisions and procedures of management are just, consistent, transparent, non-atractive and appropriate, and consider the attitudes and needs of employees [20]. The most important procedures that individuals face in the organization are procedures such as performance evaluation, hiring procedures, promotion and rewarding procedures, procedures for handling complaints and organizational conflicts [21]. Therefore, by improving these practices in the organization, the procedural justice of employees in the organization can be increased. Consequently, based on procedural justice, if employees understand current procedures for making income distribution decisions fair, they will gain more motivation to achieve better performance; for example, if employees are aware that their performance will be carefully evaluated, they will be more motivated [22].

Regarding the relation between distributive and procedural justice, it can be said that, from the past so far, organizational researchers have studied distributive and procedure justice separately, but over

a decade ago, empirical evidence has shown that the integration of distributive and procedural justice offers a better understanding of justice [23]. Also, many studies have shown that individual's response to distributive justice is affected by procedural justice; this means that one can find conditions in which individuals are satisfied with the decision-making procedures (high procedural justice), while employee satisfaction is low from the financial-economic implications (distributive justice is low) [24]; this means that procedural and distributive justice can affect each other. Individuals make inferences about procedural justice based on distributive justice and vice versa; therefore, it is said that these two are similar to each other than they are supposed to be. Researchers believe that there is an interesting perception of the existence of a distributive and procedural justice that Somehow from a person's expectation of performance results that sometimes have an economic and financial orientation, and sometimes an emotional-social orientation [25]. Since the 1990s, studies have focused on the social aspect of justice. Interactive justice refers to the interpersonal aspect of decision making, especially to the fair behavior of the decision-maker in the decision-making process. Decision-makers deal interactively in a fair way in dealing with people who properly influence decision-making or make a proper decision-making process [26]. In general, research on justice, has been focused on the positive aspects of the consequences of justice in the organization (such as organizational commitment, job satisfaction, and organizational citizenship behavior) and the negative side effects of organizational justice (such as aggression, theft, Malicious behaviors and fraud in work); therefore, it is necessary to increase perceived justice among employees in order to increase organizational productivity and performance. Although the perception of justice or injustice in the organization is relative, it can not be conclusively argued that everyone in this organization perceives justice or not; however, it can be argued that each level of perception of justice increases among employees, the consequences of those positive behaviors and helper in the organization will increase, and at any rate employees feel injustice, their negative and destructive behaviors will increase over the rest of the staff and managers.

The psychological capital originates from the positive psychology movement and is a set of traits and positive abilities of individuals and organizations that can play a role as a strong source of growth and improvement in the organization; also, having this capital will enable individuals, in addition to better Confronting with stressful situations, have less stressed and high potential for against problems, get a clear view of yourself and less affected by daily events; therefore, these individuals also have a higher psychological health [27]. In Luthanz's view, psychological capital is a composite and interconnected structure that includes four perceptual-cognitive components, namely hope, self-efficacy, optimism and resilience. These components, in an interactive and evaluative process, make sense to the individual's life, the individual's effort continues to change with stressful situations, and ensures him to enter the stage of action, and ensures his resistance and hardiness to achieve the goals. [28]. Hope has been defined as a persevere with a positive view of the future and the ability to create paths to achieve goals and aspirations [29]. Optimism is defined as a attributional style that attributes positive events for personal, permanent, and incidental causes, and negative events to specific, temporary, and external situations [30]. Luthans sees resilience as a factor that contributes to flexible and effective confronting with stressful factors and situations. Self-efficacy is defined as an individual's belief in his ability to mobilize motivational and cognitive resources and the necessary strategies for the successful implementation of specific tasks in certain situations [32].

The origin of genesis of self-efficacy is Bandura's social learning theory. According to Bandura, self-efficacy encourages motivation and cognitive resources of the individual and is a factor in controlling a particular event. Self-efficacy beliefs are the basis for motivation, well-being and individual achievements in all areas of life [33]. In other words, it can be argued that in Bandura's cognitive-social theory, people with a high sense of efficiency have less vulnerability to stress in dealing with

stressors and interpersonal demands; therefore, in key aspects of life such as academic achievement and social interactions, they can better prevent anxiety and depression. Generally, self - efficaced individuals choose tasks that are more challenging and take larger goals. Individuals with high self-efficacy will have a lot of perseverance, even in the face of barriers and negative outcomes [34]. Self-efficacy ideas regulate human performance through cognitive, motivational and selective flows. Cognitive flows, affect the thinking about self-efficacy ideas, and thinking also influences performance. In terms of cognition, those with high self-efficacy are futuristic and targeted, and whatever self-efficiency is most powerful, individuals have higher goals and are more committed to them. Many procedures are first developed in the mind; inefficient individuals may find it dangerous and difficult before doing anything, while the perception of success will improve individual performance. Understanding and perceived efficacy influence on each other. The high self-efficacy feeling, cognitive constructs related to effective methods and mutually effective actions cognitive affirmations, enhance self-efficacy ideas [35].

According to Bandura, self-efficacy beliefs have three dimensions and they are different in terms of level, generality and strehgth and it has been shown that these dimensions play an important role in measuring self-efficacy. Levels: The first dimension of the difference between self-efficacy ideas is level. The efficiency of an individual in an area may be limited to simple, medium, or hard levels. Generalism: The second difference is the idea of self-efficacy in generalization. Individuals may find themselves efficient in an area or small part of it. Strength: The third difference is the idea of self-efficacy in its strong dimension. The more powerful the ideas of self-efficacy, find more durable relationship with the behavior [36].

Generally, with regard to researches on perceived justice, it can be argued that one of the variables that perceived justice affects on it is employee self-efficacy. Self-efficacy is one of the components of psychological capital, which means one's belief in his ability to succeed in his duties; therefore, organizations can consider self-efficacy promotion for their employees as a competitive advantage. In the course of the research, Nasti Zaie and Jena Abadi [37] stated that when faculty members believe in the fairness of managers' behaviors in distributing facilities and rewards in the organization (the belief in distributive justice) and the methods used by executives to make decisions about allocations and outcomes fair (belief in procedural justice), their positive organizational behavior is also increased. Also, Çelik et al. [38], Russell and Zhen [39] and Marzoughi and Heidari [40] showed in their researches that perceived justice is related to the psychological capital of employees.

Research Hypotheses

The main hypothesis: Perceived justice affects employee's self-efficacy.
First subsidiary hypothesis: Distributive justice affects employee's self-efficacy.
Second subsidiary hypothesis: Procedural justice affects employee's self-efficacy.

Research Model

According to the research background and hypotheses, the conceptual model of this research is presented in Figure 1. In this model, perceived justice as an independent variable and employee's self-efficacy as a dependent variable was introduced.
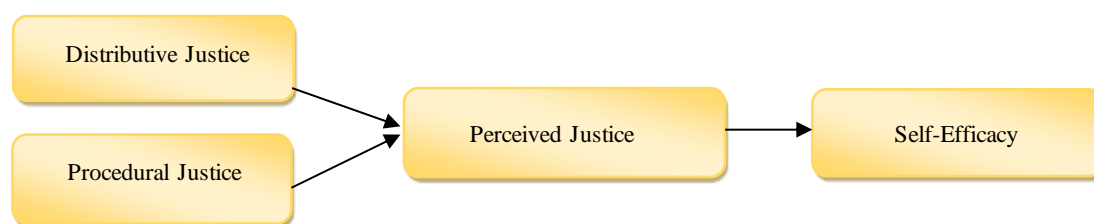
Figure 1: Research Model

Methodology

The present research method is applied in terms of purpose, in terms of collecting information, is survey and in terms of research method is descriptive-analytic.

Statistical Society and Sampling Method

The statistical population of this research includes all nurses working in Fatemeh Zahra and Abbasi Hospital in Miandoab city. Fatemeh Zahra Hospital including 166 nurses and Abbasi Hospital including 236 nurses. In this study, a simple random sampling method was used to determine the sample size and the distribution of the questionnaire. Considering that the research population is 402, the sample size was determined using the Cochran formula and is equal to 197 nurses.

Data Collection

In this research, in order to collect theoretical information, library studies have been used in the form of internal and external terminology and articles in Persian and Latin. Also, to measure the variables of the research, the questionnaire tool (Organizational Justice Questionnaire Niehoff and Moorman 1993 and Self-efficacy of Sherer et al., 1982) have been used.

The validity of this research is based on content validity. So that by distributing the questionnaire between the professors and the elites, several necessary reforms were made and the final questionnaire was extracted. To measure the reliability of the instrument used in this study, Cronbach's alpha method, which is one of the most important and most common methods, has been used. In order to calculate the reliability of the questionnaire in this study, SPSS v.23 software was used. Cronbach's alpha for the perceived justice was 0.89, for distributive justice was 0.86, for the procedural justice 0.86 and for the self-efficacy 0.87, was obtained. Since it is above 0.7, it can be argued that organizational justice and self-efficacy questionnaires in this research has strong.

In this research, descriptive statistics and inferential statistics were used for data analysis In order to analyze the information and test the hypothesis of the research and to study the effect of independent variable on the dependent variable, structural equations were used and SPSS v.23 and Smartpls v.3 softwares have been used. Meanwhile, the error level α for all tests is considered to be 0.05.

Results

Here, the data collected were analyzed using SPSS v.23 and Smartpls v.3 softwares, descriptive and inferential statistics results are presented in two parts.

Descriptive Statistics

The data analysis of descriptive statistics in this study showed that the most respondents to the questionnaire were Abbasi Hospital with a frequency of 58.4% and the least responders belonging to Fatemeh Zahra Hospital with a frequency of 41.6%. Men with 38.1% and women with 61.9% were in the gender distribution of this group, as a result, the number of women in this sample has been higher.

Also, the highest frequency for the age group was 20-30 with a frequency of 44.7% and the lowest frequency for the age group over 50 years with a frequency of 6.1%, the most frequent in terms of marital status among respondents , related to married people with a frequency of 60.4%, the highest frequency in terms of education, bachelor's degree with a frequency of 55.3% and the lowest frequency of Ph.D and the most frequent in terms of years of service among respondents, related to people have 6 to 15 years with a frequency of 46.7% and the lowest respondent related to people have over 25 years of service with a frequency of 1.7%.

Inferential Statistics

At this step, we will examine the fit of the structural and general model of research. For this purpose, an index called R^2 is used. R^2 is a criterion used to attach the structural part of structural modeling and indicates the effect that an independent variable has on and depended variable. This value is calculated for dependent variables, and for independent variables, the value of this criterion is zero. The values of 0.19, 0.33 and 0.67 are presented as a criterion for weak, moderate and strong R^2. In this research, the mean value of R^2 was 0.739, which indicates that the model has a strong structural fit in this criterion.

After fitting the structural model, the overall model fit through the GOF index is evaluated. This criterion relates to the general part of the structural equations; this means that by this criterion, the researcher can control the fitting of the general section after examining the fitting of the measurement section and the structural part of the research model. GOF is calculated by taking the square root of the mean subscription for all the structures and the mean R^2 for the intrinsic structures, according to the formula:

$$GOF = \sqrt[2]{Communality \times R^2}$$

Table 1. Structural and research model fitting indices

Communality	R^2	Variables
0.447	0.724	distributive justice
0.480	0.820	procedural justice
0.390	-	perceived justice
0.464	0.672	self-efficacy
0.445	0.739	criteria's mean
0.573 =GOF= $\sqrt[2]{Communality \times R^2}$		

In general, communality indicates the average of the shared values of each structure. Three values of 0.01, 0.25 and 0.36 are presented as weak, moderate and strong values for GOF criteria. As Table 1 shows, the GOF value for the research model is equal to 0.573, which indicates a very strong fit of the research model.

The values of the average variance of extracted for the structures that show the correlation of a structure with its indexes. Acceptable values for this criterion, which indicate the validity of the measuring instruments, are 0.5. As seen in Table 2, all extracted values are above 0.5, so the measurement tools are valid

Table 2: Cheking the validity of each construct

| Average Variance Extracted (AVE)	Variables
0.64	distributive justice
0.65	procedural justice
0.57	perceived justice
0.76	self-efficacy

After fitting the model of measurement, the structural and general model, the researcher is allowed to examine and test the research hypothesis and achieve research findings. This is done by examining two parts of the path coefficients (β) and coefficients.

The main hypothesis: Perceived justice affects employees' self-efficacy.
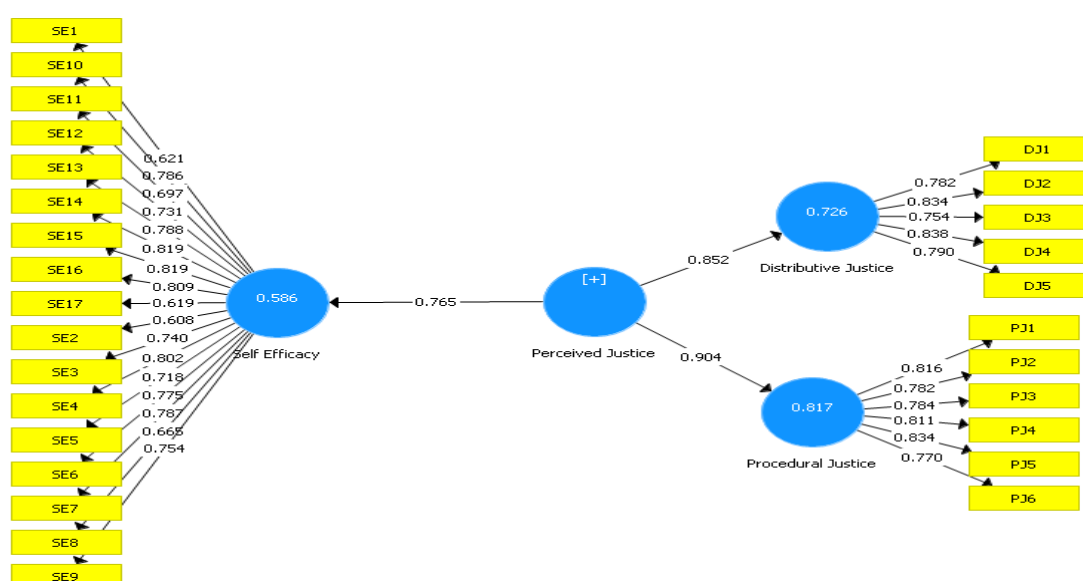
Graph 1 - The path coefficients between perceived justice and self-efficacy

The path coefficient (β) indicates the direct effect of a variables on another variables. If the path coefficients between variables are greater than 0.6, this means that the predictive effect of the independent variable is strong relative to the dependent variable; if this value is between 0.3 and 0.6, the average effect rate and, if less than 0.3, it is poorly evaluated. Therefore, according to the output of Graph 1, it can be argued that in this test, the predictive effect of the perceived justice on the self-efficacy is higher than 0.6, which also has a strong effect.
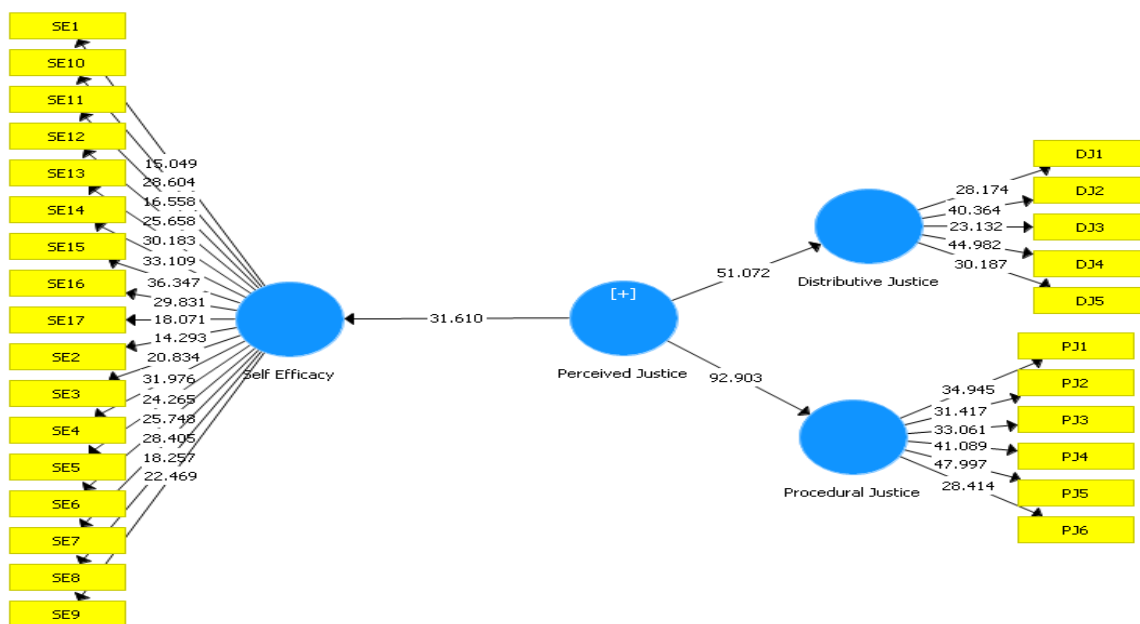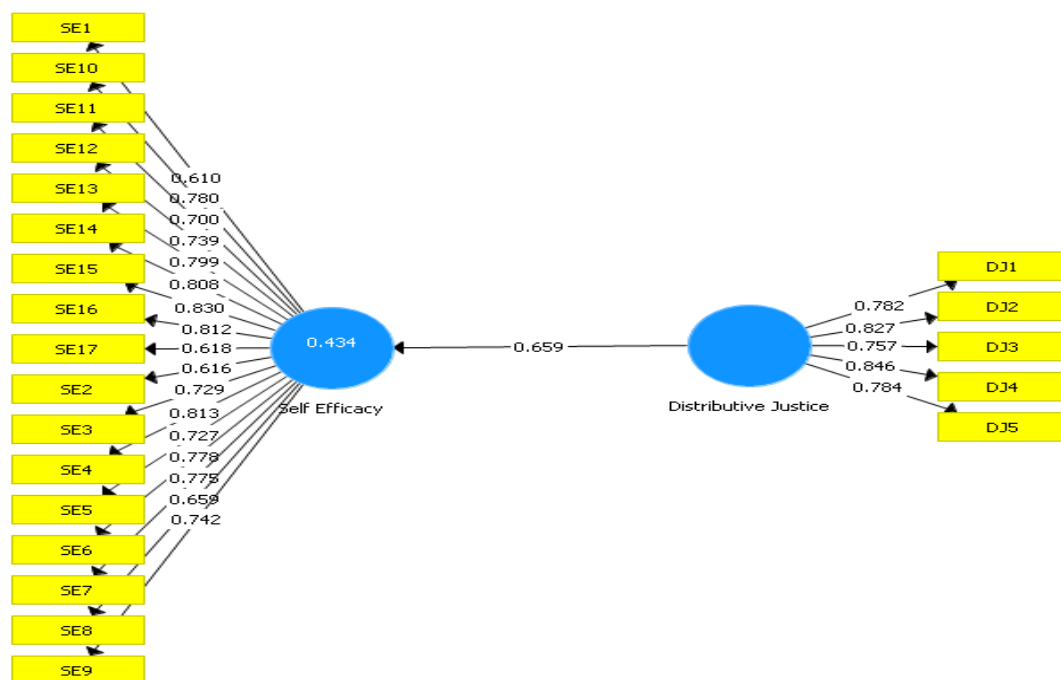
Graph 2. T values between perceived justice and self-efficacy

Table 3. T values between perceived justice and self-efficacy

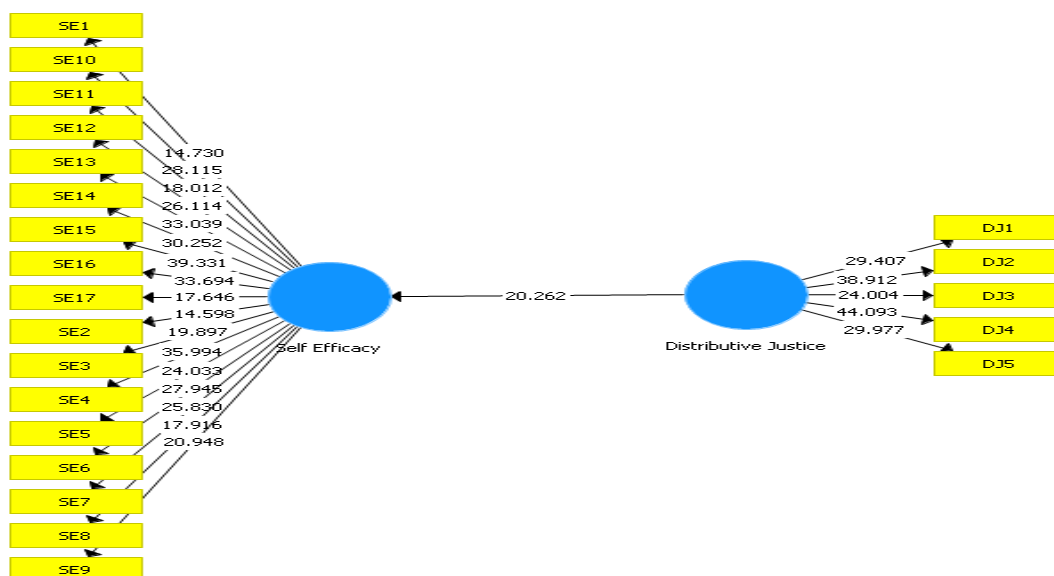|	orginal mean	sample mean	standard deviation	t statistics	p value
← perceived justice self-efficacy	0.765	0.766	0.024	31.610	0.000
← perceived justice distributive justice	0.852	0.853	0.017	51.072	0.000
← perceived justice procedural justice	0.904	0.904	0.010	92.903	0.000

If the t value is greater than 1.96, then there is a positive and significant effect. If there is between 1.96 and 1.96, there is no significant effect, and if it is smaller than 1. 96, it has a negative and significant effect. For this purpose, according to the outputs of Graph 2 and Table 3, all values are greater than 1.96 and the p value is acceptable, meaning that there is a positive and significant effect between the stated variables.

First subsidiary hypothesis: Distributive justice affects employee's self-efficacy.

Graph 3 - The path coefficients between perceived justice and self-efficacy

According to the output of Graph 3, it can be argued that the predictive effect of the distributive justice on the self-efficacy is above 0.6, which also has a strong effect.
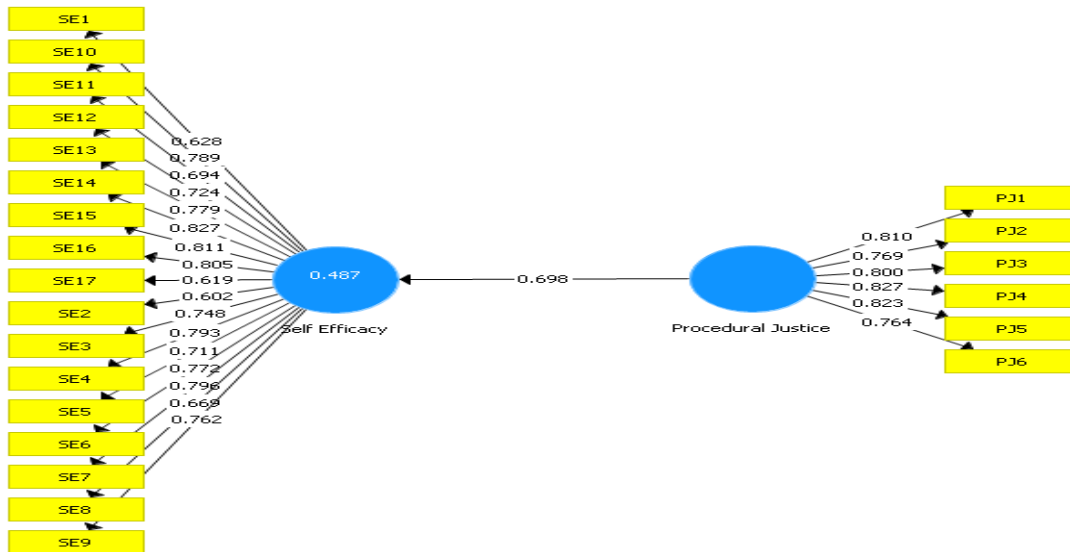

Graph 4 - T values between distributive justice and self-efficacy

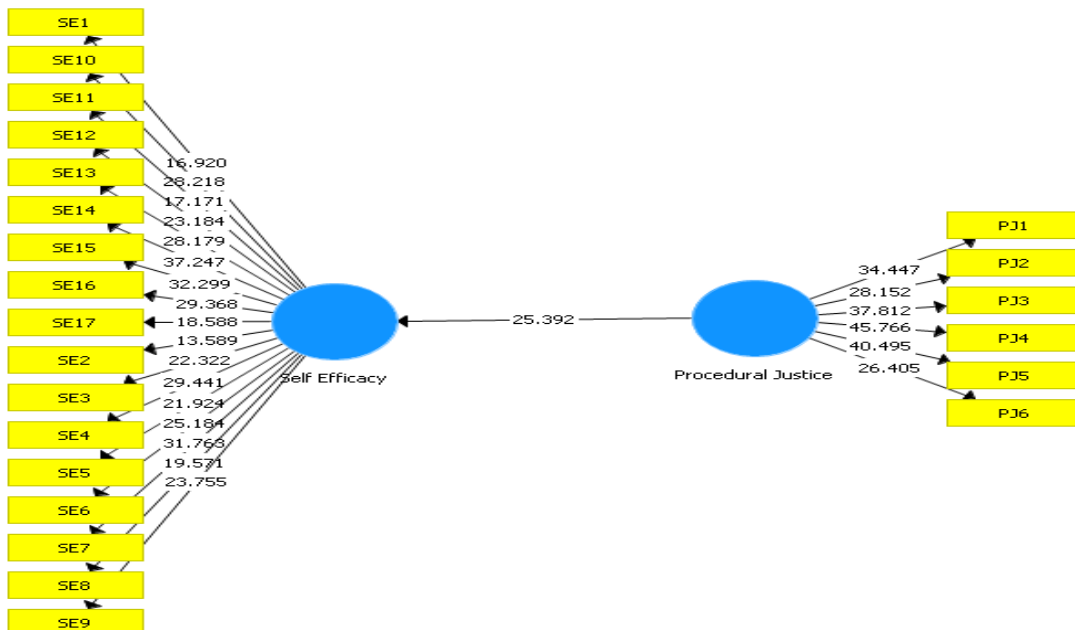**Table 4 - T values between distributive justice and self-efficacy**

	orginal mean	sample mean	standard deviation	t statistics	p value
← distributive justice self-efficacy	0.659	0.662	0.033	20.262	0.000

According to the outputs of Graph 4 and Table 4, all values are greater than 1.96 and the p value is acceptable, meaning that there is a positive and significant effect between the stated variables. Second subsidiary hypothesis: Procedural justice affects employee's self-efficacy.

Graph 5 - The path coefficients between procedural justice and self-efficacy

According to the output of Graph 5, it can be argued that the predictive effect of the procedural justice on the self-efficacy is above 0.6, which also has a strong effect.

Graph 6 - T values between procedural justice and self-efficacy

Table 5 - T values between procedural justice and self-efficacy

	orginal mean	sample mean	standard deviation	t statistics	p value
← procedural justice self-efficacy	0.698	0.702	0.027	25.392	0.000

According to the outputs of Graph 6 and Table 5, all values are greater than 1.96 and the p value is acceptable, meaning that there is a positive and significant effect between the stated variables.

Conclusion

The main hypothesis of the research is to investigate the effect of perceived justice on employee's self-efficacy. To test the research hypothesis, path coefficients and t-test were used. The results indicate when we test the effect of perceived justice on employee's self-efficacy, the path coefficient is equal to 0.765 which exceeds 0.6, represents a direct and strong effect of perceived justice on employee's self-efficacy. Also, the t-test statistic is 31.610 and its p value is 0.000, which is above 1.96 and its p value is less than 0.05, therefore, it can be argued that perceived justice has a positive and meaningful effect on employee's self-efficacy, so this part of the assumption of the research is confirmed. Fair behavior is what employees expect due to investing their time and abilities in an organization and if the level of perceived justice increases with employees, employees will feel encouraged by the organization, they will feel the sense of being meaningful, and they will find the motive for doing challenging tasks. In other words, it can be argued that as the perception of justice increases among employees, employees will find that the distribution of incomes and rewards and administrative procedures and fair decisions, positive and helpful behaviors are formed in individuals that help to improve their efforts and accountability, and it helps develop and improve organizational performance. Among the dimensions of perceived justice, procedural justice (β=0.698 and t=25.392) towards distributive justice (β=0.659 and t=20.262) has a greater effect on employee's self-efficacy. In other words, the presence of fair methods in decision making, communication, and implementation of decisions as a value, provides conditions for satisfaction for employees, and creates the necessary motivation to use their ability to carry out their responsibilities, tasks and challenges; therefore, if the employees in the organization find that the administrative procedures, decisions and allocations of resources in the organization are clear, transparent and fair, they will be able to overcome the challenges and problems that may arise in carrying out their duties. This hypothesis is consistent with the findings of Çelik et al. [38], Russell and Zhen [39], Nasti Zaie and Jena Abadi [37], Nadi et al. [41], Vatn khakh et al. [42], and Marzoughi and Heidari [40].

Discussion

In the following analysis of collected data, it can be concluded that based on the results obtained in this study, perceived justice and its dimensions have a positive and significant effect on employee's self-efficacy; this means that increasing employee's perceptions of organizational justice makes employees have high self-efficacy at the difficult work levels and different tasks, and have a strong self-efficacy, in which case they will believe in their capabilities and maintain it against the problems. Therefore, any improvement in the different aspects of organizational justice, especially procedural justice, will improve employee's self-efficacy. This means that managers who seek to increase their employees' self-efficacy can influence the positive organizational behavior by adopting fair policies and actions. Therefore, the results of this research describe the role of organizational justice and its importance as an important motivating tool in employee's self-efficacy behaviors and it is necessary for managers to consider them. Creating a justice-centered atmosphere is one of the basic tasks of organizational managers, because such a connection has a high degree of effectiveness with the organization. Managers and supervisors of the organization can improve honesty, loyalty, commitment and trust in the organization by appropriately distributing resources, facilities and rewards to employees (distributive justice) and using procedures, instructions, tools and methods for allocating these resources (procedural justice), to promote the perceived justice in employees to improve their

self-efficacy in order to improve the performance, effectiveness, and productivity of employees and ultimately lead to the effectiveness and efficiency of the whole organization.

Thus, according to the results of the research and since the most important and valuable capital of the organization is its human capital, and the greater the attention given to this valuable capital, it is equally effect on the success of the organization; therefore, it is recommended that managers pay attention to this matter and do not hesitate to try to achieve justice in the organization and improve trust with employees; because employees who have high self-efficacy and excelled in the field of psychological capital, have proper cognitive and behavioral features and higher motivation, are more satisfied with their jobs, are more committed to their organization and have high job performance. Finally, organizations today need effective and efficient employees to achieve their goals for comprehensive development, the effectiveness and effectiveness of organizations depends on the efficiency and effectiveness of human resources in that organization and in general, the efficiency and effectiveness of organizations depends on the efficiency and effectiveness of human resources in that organization. Therefore, moving towards increasing the organization's justice and improving the relationship between employees and supervisors and ultimately improving employee self-efficacy is one of the core tasks of organizations.

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