



Investigating the Relationship Between Human Resources Management Measures and Organizational Justice of Alborz Insurance Employees in Golestan Province

Aliyeh Salamat ¹ and Hossein Didehkhani ^{2*}

*1*Department of Management and Accounting, Aliabad katoul Branch, Islamic Azad University, Aliabad Katoul, Iran

*2*Department of Management and Accounting, Aliabad katoul Branch, Islamic Azad University, Aliabad Katoul, Iran

Original Article:

Received 18 May. 2017 Accepted 25 Sep. 2017 Published 17 Nov. 2017

ABSTRACT

The purpose of this study was to investigate the relationship between HRM actions and organizational justice of Alborz insurance staff in Golestan province. The research method used is a descriptive, survey-correlation research. The statistical population of this research includes all Alborz insurance staff in Golestan province, which is 120 people. The statistical sample was proportional to the number of people in the community, using Krejcie and Morgan table 92 and a simple random sampling method. The research data were collected using library and field method and the tools used were standard questionnaires. The reliability of the questionnaires was confirmed by the Cronbach method and the validity of the tool was confirmed by the content method. Also, for analyzing data, Structural Equation Modeling has been used using LaserLevel software. The results show that there is a significant relationship between all the variables of HRM actions with organizational justice of Alborz insurance staff in Golestan province.

Keyword:

Human Resources Management, Organizational Justice, Alborz Insurance in Golestan Province

* Corresponding author: Hossein Didehkha

Peer review under responsibility of UCT Journal of Management and Accounting Studies

Introduction

Today one of the indicators of superiority of an organization is committed to another organization with human resources. The presence of such a committed force will make the organization's image more relevant to the community and provide the ground for the growth of the organization. Unlike human power, with little justice and justice, not only does not move towards the goals of the organization, but it can be effective in creating an indifference to the organization's issues and problems among other partners. More importantly, the organization is in the realization of its goals. And his ideals fail. Also, justice brings about productivity, Because increasing justice improves person-to-organization compatibility, personal creativity, and the efficient use of human resources, all of which leads to increased productivity. Considering the importance of this issue, it is imperative that organizations consider the necessary measures to maintain and increase the equity of their members. And the factors that can reduce their justice to the minimum and eliminate is one of the factors relevant to the organizational justice of justice Khatri, N. (2016), Justice and its fulfillment is one of the essential and essential needs of man, which has always provided a suitable basis for the development of human societies throughout history. The ideas of justice have evolved along with the development of human society and its scope has been drawn from the views of religions and philosophers into empirical research. After the industrial and mechanized revolution of human societies, organizations have so far dominated human life that every human being is directly dependent on them from birth to death. And today life is not conceivable without the existence of organizations. Therefore, the implementation of justice in society depends on the existence of justice in organizations. Some managers assume that they can only be honest with the allocation of financial rewards and increase the staff's level of service, While it should be noted that fair and equitable treatment of employees leads to their satisfaction and a sense of equality and increased job satisfaction. In general, learning outcomes, procedures, and fair results in an organization can pave the way for achieving the desired outcomes. Instead of trying to take into consideration complicated requirements, the management directors reduce the cost of control through fair treatment, reduce administrative levels, and simultaneously formulate specific goals for their unit or organization, and ultimately The level of justice of their employees is increasing. Sheehan, C. (2015),

background research

- Green, K.W., Cindy, W.H., Whitten, D., and Medlin, B. (2014), in a research entitled Relationship between Human Resource Actions and Organizational Citizenship Behavior in the Employees of the Amol Department of Telecommunications. The main hypothesis of the research is that there is a significant relationship between human resource activities and organizational citizenship behavior among employees of Amol's Telecommunications Administration Based on the factors of human resource activities, sub-hypotheses of research are formed. After collecting data, non-parametric test of asperman correlation coefficient was used to test the hypotheses. The results of the research showed that between (reward system,

performance management, empowerment, competence development, payroll) And organizational citizenship behavior were significant, but there was no significant relationship between education and organizational citizenship behavior among staff of Amol's Telecommunications Administration. Finally, it was found that there is a significant relationship between human resource activities and organizational citizenship behavior among employees of Amol's Telecommunications Administration At the end of this research, suggestions for improvement are presented based on these relationships.

Guest, D. (2015), In a research entitled Relationship between Strategic Human Resource Management on the Development of Employees with Mediating Organizational Learning in Mellat Bank Branches in Guilan Province. The method of this research is descriptive. The aim of this study was to find the relationship between strategic HR management and employee development with the role of mediator of organizational learning. Descriptive and inferential statistical methods were used to analyze the data using LaserLevel software. The results showed that there is a significant relationship between HRM on the development of employees with the mediating role of organizational learning.

- Gurbuz.S and Mert.I.S (2014), has investigated the impact of HRM actions on organizational learning capability. The method of this research was descriptive. The aim of this study was to find the relationship between the actions of human resources management measures on learning ability. Descriptive and inferential statistical methods were used to analyze the data using SPSS software. The results showed that HRM measures have a significant relationship with organizational learning capability.

- Kelly, J., and Gennard, J. (2015), investigated the impact of human resources management on the development of the staff of Islamic Azad University, Tehran East Branch. This research is to analyze and analyze the role of human resources management on the development of employees of Islamic Azad University of Tehran Branch. The purpose of this study was to investigate the main indicators of organizational management which includes 5 subscales; staffing, recruitment and selection of staff, designing and implementing educational programs, employee performance evaluation and the performance of instructors in training courses in the organizational unit. For this purpose, the statistical community of managers and staff of Islamic Azad University of Tehran Branch of the North of 90 people was selected by simple random sampling method. In order to analyze the data, T-test was used for each question related to the manpower management index. Also, by using T-model, two independent groups have compared the amount of each item with an emphasis on organizational status (manager's staff) and concluded that the effect of human resources management on employee development at alpha level of 0.01% is effective.

Research Methodology

Type of research method

This research is, in terms of its nature and purpose, of the type of applied research. An applied research is an attempt to address a problem and the scientific problem that exists in the real world (Khaki, 1382: 94) And in terms of how data

is collected, a descriptive survey is a type of survey, and because the hypotheses used are relationship or correlation, in which the relationship and the direction of correlation between variables are examined, so the research method is descriptive / Surveying and Solidarity.

Method of data collection

The method of data collection was conducted in two ways: library and field studies.

Information gathering tool

In this research, the questionnaire is used as a research tool in relation to the subject matter and the research method that is a survey. In this research, standard questionnaires were used to measure the variables of the research. To measure the actions of human resources management measures, the standard questionnaire on measures of human resources management measures (Armstrong, 1998) has been used to

assess organizational justice using organizational justice standard questionnaire (Novohof and Morman, 2001).

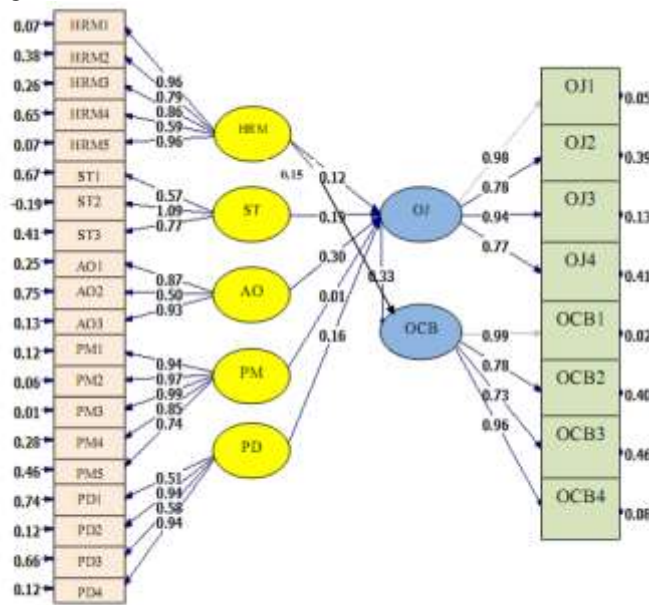
Information analysis method

1. Descriptive statistics will be used for estimating the central characteristics and setting the frequency distribution tables.

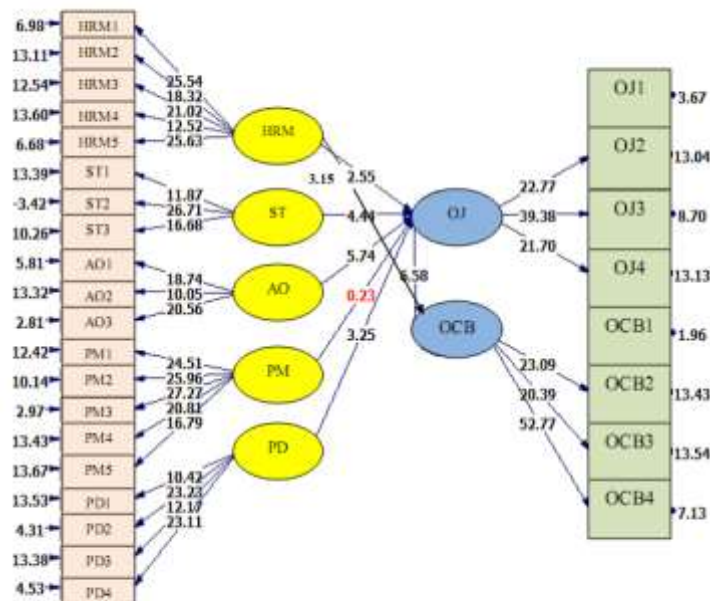
2. Inferential statistics are used to test the hypotheses. It should be noted that statistical analyzes are usually used to generalize the results of the research. In the present study, structural equation tests are used to analyze the data with the help of lisrel software (Bost, John, 2005).

Test of research hypotheses

In this section, we examine the test of research hypotheses using Lisrel software.



Chi-Square=1013.62, df=344, P-value=0.00000, RMSEA=0.073



Chi-Square=1013.62, df=344, P-value=0.00000, RMSEA=0.073

Direct relationship and significance coefficients of model hypothesis

Test result	meaningful	Path coefficient	sign	Direction
Accept	2.55	0.12	HRM---OJ	Organizational Justice --- HRM actions
Accept	4.44	0.19	ST --- OJ	Organizational Justice --- Staff selection
Accept	5.74	0.30	AO --- OJ	Organizational Justice --- Promotional opportunities
Reject	0.23	0.01	PM --- OJ	Organizational Justice --- performance management
Accept	3.25	0.16	PD --- OJ	Organizational --- Participation in decision making Justice
Accept	6.58	0.33	OJ --- OCB	Behavioral organization --- Organizational Justice

Discussion and Conclusion The results of research hypotheses:

Hypothesis 1 There is a meaningful relationship between HRM actions and organizational justice of the Alborz insurance staff in Golestan province.

According to the table, the coefficient of the relationship between HRM actions and organizational justice is 0.12. The statistic for this coefficient is also 2.55 and its value is higher than the meaning threshold of 1.96. With regard to the above, it can be concluded that HRM actions with organizational justice have a positive and meaningful relationship. Therefore, the first hypothesis of this research is confirmed.

Hypothesis 2: There is a significant relationship between the selection of human resources and the organizational justice of the Alborz insurance staff in Golestan province.

As indicated in the table, the path coefficient between the selection of human resources and organizational justice is 0.19. The T-statistic for this relationship is 4.44 and its value is above the meaning threshold of 1.96. With regard to the above, it can be concluded that the selection of human resources with organizational justice has a meaningful relationship. Therefore, the third hypothesis of this research is confirmed.

Hypothesis 3. There is a meaningful relationship between advertising opportunities with organizational justice of Alborz insurance staff in Golestan province.

The fitted model shows that the path coefficient between advertising opportunities with organizational justice is 0.30. Since the value of t for this coefficient is 5.74 and its value is above the meaningful threshold of 1.96, it can be concluded that the obtained coefficient is meaningful. In other words, advertising opportunities with organizational justice have a positive and meaningful relationship. Therefore, the fourth hypothesis of the research is confirmed.

Hypothesis 4. There is a meaningful relationship between performance management and organizational justice of Alborz insurance staff in Golestan province.

According to the table, the coefficient of the relationship between performance management and organizational justice is 0.01. The statistic for this coefficient is also 0.23, and its value is lower than the meaning threshold of 1.96. Therefore, performance management with organizational justice is not meaningful. Therefore, the fifth hypothesis of the research is not confirmed.

Hypothesis 5. There is a significant relationship between participation in decision making and organizational justice of Alborz insurance staff in Golestan province.

The fitted model shows that the coefficient of the relationship between participation in decision making and organizational justice is 0.16. The T-statistic for this coefficient is also 3.25 and its value is higher than the meaningful threshold of 1.96. In other words, participation in decision making has a positive and meaningful relationship with organizational justice. Therefore, the sixth hypothesis of the research is also confirmed.

Hypothesis 6. There is a significant relationship between organizational justice with organizational citizenship behavior of Alborz insurance staff in Golestan province.

The fitted model shows that the amount of path coefficient between organizational justice and organizational citizenship behavior is 0.33. The statistic for this coefficient is also 6.58 and its value is above the meaning threshold of 1.96. In other words, organizational justice has a positive and meaningful relationship with organizational citizenship behavior. Therefore, the seventh hypothesis of the research is also confirmed.

Proposals for future research

Each research, in addition to the questions that it answers, provides the basis for further questions. In this section, there are some issues that could be the basis for other research in the field of this research:

Researchers are advised to conduct a comparative study of human resource planning and organizational citizenship behavior among other government and private organizations.

It is suggested to researchers to investigate other patterns and components of strategic human resource planning with employees' organizational citizenship behavior.

It is suggested that research be carried out on other factors affecting strategic human resource activities with employee performance.

In this research, the elements of human resources actions have been used as independent variables. Other researchers are recommended to use their research in their dependent variable.

References

- Green, K.W., Cindy, W.H., Whitten, D., and Medlin, B. (2014), 'The Impact of Strategic Human Resource Management on Firm Performance and HR Professionals' Work Attitude and Work Performance,' *International Journal of Human Resource Management*, 17, 4, 559–579.

- Guest, D. (2015), 'Human Resource Management and Industrial Relations,' *Journal of Management Studies*, 24, 5, 503–521
- Gurbuz.S and Mert.I.S (2014), Impact of the strategic human resource management on organizational performance: evidence from Turkey. *The International Journal of Human Resource Management*. Vol. 22, No. 8, April 2011, 1803–1822,
- Kelly, J., and Gennard, J. (2015), 'The role of Personnel Directors on the Board of Directors Personnel Review, 25, 1, 7–24..
- Khatri, N. (2016), 'Managing Human Resource for Competitive Advantage: A Study of Companies in Singapore,' *International Journal of Human Resource Management*, 11, 2, 336–365.
- Pfeffer, J. (2014), *Competitive Advantage Through People: Unleashing the Power of the Workforce* Boston, MA: Harvard Business School Press.
- Schuler, R.S., and Jackson, S.E. (2013), 'Linking Competitive Strategies with Human Resource Management Practices,' *Academy of Management Executive*, 1, 3, 207–219
- Sheehan, C. (2015), 'A model for HRM strategic integration,' *Personnel Review*, 34, 2, 192–209
- Truss, C. (2014), 'Strategic HRM: Enablers and Constraints in the NHS,' *The International Journal of Public Sector Management*, 16, 1, 48–60
- Waya, S. A, Johnson, D. E,(2013) "Theorizing about the impact of strategic human resource management", *Human Resource Management Review*, Vol.15,