

*Full Length Research Paper*

# The relationship between organizational justice and organizational efficacy in higher education institutes

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The purpose of this study is to survey the relationship between organizational justice and organizational efficacy in higher education institutes in Iran. The research methodology used is mapping studies research tools comprising the standard questionnaires of organizational justice. Niehoff-Morfen and Pearsons organizational efficacy also confirm its validity and their reliability was measured by Cronbach test as 81 and 89% respectively. The statistical population (862) was divided into two subgroups: academic board members and all recruited office staff in higher education institutes of North Khorasan. The sampling group (286) was randomly chosen based on Morgan Table from the classified recruited employees of higher education institutes in Bojnourd. The main hypothesis was confirmed with 99% reliability by using correlation tests, and a significant relationship was observed between organizational justice components namely: justice principles of distributive equity and distributive justice equality with organizational efficacy by 99% reliability. But the relationship between the principle of need to distributive justice and organizational efficacy and the impact of distributive justice other than interactional justice on organizational efficacy was not confirmed. Lisrel output shows no indirect impact of organizational justice on organizational efficacy and occupational and personal factors. Therefore, we can say, 'Efficacy For' is regarded by many groups including the people who work in higher education organizations as a critical parameter which depends on many factors. The findings show that organizational justice is a way to improve efficacy and it requires, mostly, full identification of effective attitudes on organizational justice and a consideration of its parameters.

**Key words:** Organizational justice, organizational efficacy, distributive justice, interactional justice, occupational - personal factors.

## INTRODUCTION

Higher education, with more than 800 years longevity, is an interesting and key organization in the view points of nations and governments. The access to technology and advanced knowledge plays an efficient role in improving and fulfilling economic and social movement enhancement, and is merely possible by higher education encouragement and its quantitative and qualitative planning (Ghorchayan, et al., 2004).

Misconception due to various implementation of justice based management in organizations and universities,

rooting in culture, tradition, norms, tendencies and behaviors in any country, inaccurate assumption of higher education practitioners about the realities of justice challenge and performance efficacy in organizations leads to insufficient satisfaction of the stakeholder's interests. However, management knowledge and reality based studies of decision makers and university leaders are key efforts to resolve the problems and the weaknesses. For this purpose, how the leading role of university works in achieving the values, how the expected fairly performance for all groups of interest operates and satisfies their needs, how efficient creativity and learning habit of university practitioners enable them to satisfy the goals and the way education authorities

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assume accountability, are all regarded as important tasks of leadership. However, the same approach is used by all universities. Thus, they first perform their management trend in administrative section and then it is extended to the academic section after its success in the first step (Tana'omi, 2007).

However, the organizational justice in higher education centers and other organizations is measured as organizational efficacy rate and it seems that this criterion can be considered as the subsection of goal based assessment of organizational efficacy because at least one of goals of organization is to improve organizational justice which results in the effort of the employees to achieve the goals of the organization. Although it is often possible to consider organizational justice as effective phenomena in organization, it can be seen from other points of view. Therefore, the managers must be informed that members of organization may exploits it as means to achieve their personal intentions, so it must be regarded as an important issue resulting from justice based and efficacy improvement operations. Since efficacy in an organization involves certain factors as the support of higher management and contribution of all employees, reward system and so on, leading to certain issues as resistance against change, the authorities must remember that in any organization (involving in production, service or training), one of the criteria to enable organization to achieve the goals is to encourage absorption and retaining of the professional and efficient employees because of obvious key role of man power in organization missions and goals as well as their fundamental role in development and survival of organization. Today, equipment, tools and machinery are not considered sufficient to implement the works of organization efficiently. So, organization success involves interpersonal relations, optimal use of mind and personal skills of employees. Today, they are cumulative power and mind of employees which generate capable work force. This work force demonstrates no valuable function if it does not produce or does not present any service and its real value appears when it operates efficiently in production (Goadrzvandchekini, and Salehiamin, 2006). Without doubt, proper and fair job assignment along with possibility to job achievement will lead to higher performance for employees and higher efficacy for the organization. If job promotion is performed fairly and properly, it would be an effective step to flourish the intrinsic capabilities of employees. Proper use of promotion system would lead to efficient exploitation of employee's capabilities and high achieved employees would be distinguished out. On the other hand, the employees would be encouraged based on their own performances. If employees are persuaded that their higher performance would lead to their higher achievement, they would do their best, leading to promotion system effective use, higher performance of organization, higher production rate, employees higher morals and on

the whole, higher efficacy of organization, something which will be realized by justice and equity based employees performance appraisal system (Karbelayi and Karbelayi, 2011). In fact, observing justice in the organization by the managers would result in higher commitment of employees, their innovation and retention in the organization and finally its higher efficacy as well as providing for interests of society (Alvani et al., 2009).

Of course, lack of accurate criteria for job appraisal and practicing imbalance between payment and salary can be regarded as one important issue that managers encounter when they try to practice justice in employees' performance and which eventually affects organization efficacy, and needs to be adjusted and reconstructed. Salary is always regarded as the most effective motivation for employees to invoke their satisfaction in the organization and an issue of human force management (Karbelayi and Karbelayi, 2011). Greenberg holds that organizational justice perception is essential for calling on organization performance efficacy and employees job satisfaction and organization must do its best to fulfill it by fair (Bies, 2001). On the other hand, when good and bad aspects of social life are distributed fairly in the perception of soldiers in their organization, they would demonstrate more commitment to the organization and they would show more inclination to sacrifice their lives (Tyler and Bies 2005). Social science practitioners have conceived the importance of organizational justice as an essential and basic requirement for organizational processes and employees satisfaction for more than 30 years and they have studied justice in the organizations and it has shown that employees demonstrate great sensitivity towards justice observation in terms of outcomes assignments or trends and behaviors which lead to the outcomes (Ambrose, 2005). Certainly, organizational justice conception involves equity and avoidance of any discrimination and observing equity in terms of equal rights and in contrast, inequity in everything and about everyone would be conceived as exact injustice (Rezaeian, 2005).

One of the types of organizational justice is distributive justice which is explored in this paper and it is a relation rate of reward with performance which people perceive. For example, the court resolution is perceived favorable or unfavorable. Distributive justice implies whether the court decision is favorable or unfavorable. On the whole, the outcome is judged based on a reference standard not always common among people (Tyler, 2007).

On the other hand, Skitka stated certain principles for distributive justice such as equity, fairness and need. By equity, Skitka means that all members of a group achieve the same outcome. The principle of fairness refers to compensation fairly for the input each member has provided, and according to the principle of demand, the most needed person would acquire the most compensation (Skitka and Tetlock, 1992).

Interactional justice is another type of organizational

justice which managers and supervisors transmit to the employees and subordinates and it involves the aspects of communication process between transmitter and receiver of justice such as curtesy, respect and truth and so, it is identified by the behavior of the manager (Aliasghar and Peyman, 2010).

In modern management, efficacy of organization is one of the concepts which are treated as an important factor for organization improvement. According to Nadler and Tushman (2006), higher rate of fitness and adjustability between incorporated elements and factors presents an indication to expected efficacy in the organization. In the other words, it is the rate of goal realization in the organization (Zheng et al., 2010).

The researchers and scientists have presented various trends to assess the efficacy such as traditional assessment of efficacy based on goal achievement in which it is explored whether the organization has achieved the production target or not (Strasser et al., 1981).

It is rational to achieve a certain rate of production, profit or customer satisfaction and the rate of achievement is measured, so the targets must be identified and the rate of failure must be assessed (Price, 1978).

John Campbell has reviewed the literature and has served a lot to define the indicators of organization efficacy in work as the lessons should be learnt from previous studies (Campbell, 2004). On the whole, most organizations, groups and individuals follow the goal of efficacy as a variant which depends on various factors. It is one of the main items for the analysis of an organization, implying that justice can be regarded as a way to improve fairness in an organization. So, if we intend to improve justice in organizations such that it leads to efficacy increase, first of all, it is important to identify the attitudes which affect on organizational justice and its component parameters and to define its specific dimensions impacting a lot on organization efficacy and then suitable procedures are suggested based on the studies have been performed. Therefore, the following questions are posed: is there a relationship between organizational justice and efficacy in the higher education institutes? Is there a relationship between the principle of equality in distributive justice and organizational efficacy in the higher education institutes? Is there a relationship between the principle of equity in distributive justice and organizational efficacy in the higher education institutes? Is there a relationship between the principle of need in distributive justice and organizational efficacy in the higher education institutes? Does distributive justice take more role than interactional justice in organizational efficacy in the higher education institutes? Does job and personal factors have indirect impact on organizational efficacy through organizational justice?

It should be mentioned that a look at the studies on organizational justice and efficacy which have been conducted inside and outside our country shows that establishment of justice based and efficient system in an

organization presents its major reason for success. For example, in a study by Queen and Robof (1983), a group of organizational theorists was asked to review Campbell's 30 criteria of efficacy while deleting the common cases and evaluating the remaining pair criteria. The result showed 17 criteria of efficacy, leading to 136 compared pairs (Ghorbani, 2000).

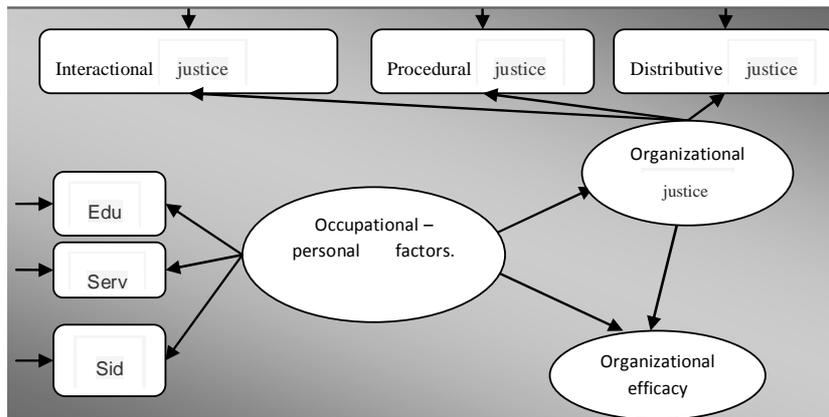
In Campbell's study in 1996, "study of supervisor fair treatment relationship with employees commitment and the job satisfaction of the employees in health organizations", a questionnaire was given to the employees to assess the fairness the supervisor practiced and the data analyzed and the result showed that when the supervisor treated with justice, the commitment and satisfaction of the employees were increased (Dashtirahmatabadi, 2007). Della presents certain principles and deduces his general theory based on their relationship as follows:

- i. The rewards the members of organization in different levels achieve must be legitimate.
- ii. The basis of legitimacy of reward distribution is that the employees percept those who are given more reward, they are considered more important and useful for the organization and in contrast, those who are given lower rewards, they are less useful.
- iii. Employees in higher levels of organization benefit more effective means such as wealth and power and so on to produce their favorable impact but the lower levels lack such means.
- iv. These favorable impacts demonstrate the higher level employee's role and contribution in problem solving and organizational performance as more important.
- v. In result, the higher level employees are evaluated more competent to receive more reward.

Della, based on these introductions, proposes the following theory: there is a relationship between what perceived as a fair reward rate and self evaluation the employee practices (Della, 1980).

The theorists believe that self efficacy perception by employees is related to their organizational status and is formed in unequal constructs. So, lower level employees perceive them less competent and justify their deprivation by their incompetence and disability. In contrast, higher level employees who benefit favorable status perceive them more competent and demand more shares from resources and rewards in the organization as their natural right. People with different social status would perceive injustice as a legitimate practice. In this process, false knowledge plays an important and notable role because the employees have limited or biased information. Indeed, those who are in lower levels miscalculate the competence of higher level employees and in contrast, evaluate theirs as lower, the perception which helps the legitimacy of inequality (Stolte, 2003).

Stolte point out that self efficacy concept relates to the perception of employees about the control of resources



**Figure 1.** Model fitted to the relationship of occupational - personal factors with organizational justice and organizational effectiveness.

and can be regarded as their evaluation of their ability to practice rewarding behavior. Thus, higher level employees always negotiate more profitable cases or in other words, they benefit better and more profitable status, resulting in higher efficacy for them while lower level employees participate in less profitable negotiations, resulting in lower efficacy for them (Stolte, 2003).

Jasso holds that a certain rate of salary and payment is considered as legitimate for certain jobs in terms of efficacy improvement as long as demand for equity is not deviated. Thus, he does not accept the same salary as legitimate for every level of a social organization. But, he claims that higher and lower incomes are illegitimate because the norm of equity prevents all levels of incomes seem legitimate. Jasso also believes that legitimacy of an income is defined by the norms of equity not by intrinsic criteria (Jasso, 1980).

Considering the discussion in the foregoing, Figure 1 can be considered for assessment of organizational justice impact on organizational efficacy and job, and personal factors on the basis that all indicators which are developed in this research are used in the model including organizational variant as independent variant and organizational efficacy variant as dependent variant. Observational variants include distributive justice, procedural justice and interactional justice which are converted to latent variant (organizational justice) by factor analysis (measurement models). Then, the relationship between organizational justice and organizational efficacy is explored by path analysis technique (structural models).

## RESEARCH METHODS

Surveying method with questionnaire was used. However, document studying and interview with a lot of questions were also used. In brief, it is a micro level functional study about small size communities with linear time scale.

## Population and sampling method

The population includes all administrative and academic employees of higher education institutes (862) in North Khorasan in 2011, out of which 267 classified employees were sampled randomly based on Morgan Table.

## Measurement instruments

Measurement instruments include Niehoff-Morfen standard questionnaire for organizational justice, a part of Pearson's standard questionnaire for organizational efficacy based on 5 rating Likert's scale (1 score for completely disagree; 2 for disagree; 3 for relatively agree; 4 for agree and 5 for completely agree).

## Validation and reliability

Questionnaire was distributed among a limited number of sample groups for a certain period and in two steps and was measured based on Table 1 by using Cronbach' alpha index. The confirmation rate for Niehoff-Morfen standard questionnaire was 81% and for Pearson's standard questionnaire, it was 89%. The reliability of the questionnaires used in this study was previously confirmed.

## RESULTS

According to Table 2, Pearson Correlation Coefficient rate for organizational justice and organizational efficacy is 0.657. In other words, by 99%, there is a relationship between organizational justice and organizational efficacy. The coefficient is positive, so it is expected that organizational justice increase would lead to higher organizational efficacy.

According to Table 3, Pearson Correlation Coefficient rate for equity principle of distributive justice and organizational efficacy is 0.262. In other words, by 99%, there is a relationship between equity principle of distributive justice and organizational efficacy. The coefficient is positive, so it is expected that distributive justice increase

**Table 1.** Reliability of the questionnaire.

Index	Cronbachs alpha coefficient (%)	The reliability
The standard questionnaires of the organizational justice Niehoff-Morfen	81	Desirable
Standard questionnaires of organizational efficacy Pearson's	89	Desirable

**Table 2.** Pearson correlation between organizational justice and organizational efficacy.

Variable	Organizational justice and organizational efficacy
Sig. (2-tailed)	0.000
Pearson correlation	0.657

\*Correlation is significant at the 0.01 level (2-tailed); \*\*Correlation is significant at the 0.05 level (2-tailed).

**Table 3.** Pearson correlation between the equity principle of distributive justice and organizational efficacy.

Variable	Equity principle of disruptive justice and organizational efficacy
Sig. (2-tailed)	0.000
Pearson correlation	0.262(**)

\*Correlation is significant at the 0.01 level (2-tailed); \*\*correlation is significant at the 0.05 level (2-tailed).

**Table 4.** Pearson correlation between distributive justice equality and organizational efficacy.

Variable	Disruptive justice equality and organizational efficacy
Sig. (2-tailed)	0.000
Pearson correlation	0.214(**)

\* Correlation is significant at the 0.01 level (2-tailed); \*\*correlation is significant at the 0.05 level (2-tailed).

**Table 5.** Pearson correlation between principle of need of distributive justice and organizational efficacy.

Variable	Principle of need of disruptive justice and organizational efficacy
Sig. (2-tailed)	0.386
Pearson correlation	0.053(**)

\*Correlation is significant at the 0.01 level (2-tailed); \*\*correlation is significant at the 0.05 level (2-tailed).

justice increase would lead to higher organizational efficacy.

According to Table 4, Pearson Correlation Coefficient rate for equality principle of distributive justice and organizational efficacy is 0.214. In other words, by 99%, there is a relationship between equality principle of distributive justice and organizational efficacy. The coefficient is positive, so it is expected that distributive justice increase would lead to higher organizational efficacy.

According to Table 5, Pearson Correlation Coefficient rate for need principle of distributive justice and organizational efficacy is 0.053. So, it is 0.05 higher and there is

no relationship between for need principle of distributive justice and organizational efficacy.

According to Table 6, Pearson Correlation Coefficient rates (r) show higher impact of distributive justice, compared to interactional justice on organizational efficacy (0.279 and 0.697 respectively) and so the impact of interactional justice is more significant and the hypothesis is rejected.

It is postulated that personal and job factors as organizational justice parameters present direct impact on organizational efficacy. Structural equations method is used. Since correlation depends on cause and effect

**Table 6.** More impact of distributive justice than interactional justice on organizational efficacy.

Variable	Disruptive justice and organizational efficacy	Interactional justice and organizational efficacy
Sig. (2-tailed)	0.000	0.000
Pearson correlation	0.279(**)	0.697(**)

\* Correlation is significant at the 0.01 level (2-tailed); \*correlation is significant at the 0.05 level (2-tailed).

relations, correlation matrix was calculated to explore descriptive indicators. According to correlation matrix between the variants, there is a significant relationship between the parameters of organizational justice and organizational efficacy. The correlation is the highest for interactional justice ( $r=0.70$ ;  $p<0, 01$ ), but it is ( $r=0.54$ ;  $p<0.01$ ) for procedural justice and ( $r=0.28$ ;  $p<0.01$ ) for distributive justice. Factor analysis was conducted to search data for the best latent indicators in personal and job factors, organizational justice and organizational efficacy. The result showed that education level, position and experience present most impact on personal and job factors so they were selected as indicators for personal and job factors. Distributive justice, procedural justice and interactional justice showed sufficient factorial bearing on organizational justice and were incorporated in the model as indicators. Finally, exogenous factors (personal and job factors) and endogenous factors (organizational justice and organizational efficacy along with their indicators) were incorporated in the model. ML method was used to estimate the model parameters. Figure 2 shows the exogenous model of measurement and structure.

According to Figure 2, there are higher coefficients between indicators and the latent variants. The lowest coefficients are shown for job and personal factors, especially for experience ( $\lambda=-0.14$ ) and highest coefficient is for interactional justice of organizational justice ( $\lambda=0.92$ ). On the whole, the model illustrates how much suitable the indicators for defining latent structures. LISREL software calculates  $R^2$  and  $t$ . The rate of accuracy is defined by  $R^2$  for each indicator and its rates for education level and position are 0.84 and 0.62 respectively which are considered as favorable. But, the rate for experience is as little as 0.02. The rates for distributive justice, procedural justice and interactional justice are 0.10, 0.62 and 0.85, respectively.

In Figure 2, in addition to coefficients for correlations between indicators and latent variants, standard estimated coefficients for correlations between latent exogenous and endogenous structures are reported. The reported path coefficients show that the lowest coefficient belongs to direct path of personal and occupational factors and organizational efficacy ( $\gamma=0.07$ ). The coefficients for personal and job factors to organizational justice is ( $\gamma = -0.16$ ) and organizational justice to organizational efficacy is ( $\beta=-0.65$ ). The expressed rate of variance for organizational justice through occupational and personal

factors is  $R^2= 0.03$  and occupational and personal factors and organizational justice could express 89% of variance of organizational efficacy. It is shown that organizational justice expressed rate is affected by the factors outside the model since its rate in relation to occupational and personal factors, is very low. In the models, it is possible to estimate the indirect effects of variants in addition to their direct impacts. If "An" affects on "B" and "B" affects on "C", it is also possible for investigator to explore the direct impact of "An" on "C". In addition, direct and indirect impacts are combined as a total impact. If the variants impact type is only direct or only indirect, the total impact is equal to the direct or in-direct impacts. Table 7 shows direct, indirect and total impacts rates estimation

The Table 7 shows that the indirect effect of occupational and personal factors on organizational efficacy is statistically insignificant. Therefore, the 5<sup>th</sup> hypothesis (mediatory role of organizational justice between occupational and personal factors and organizational efficacy) is rejected.

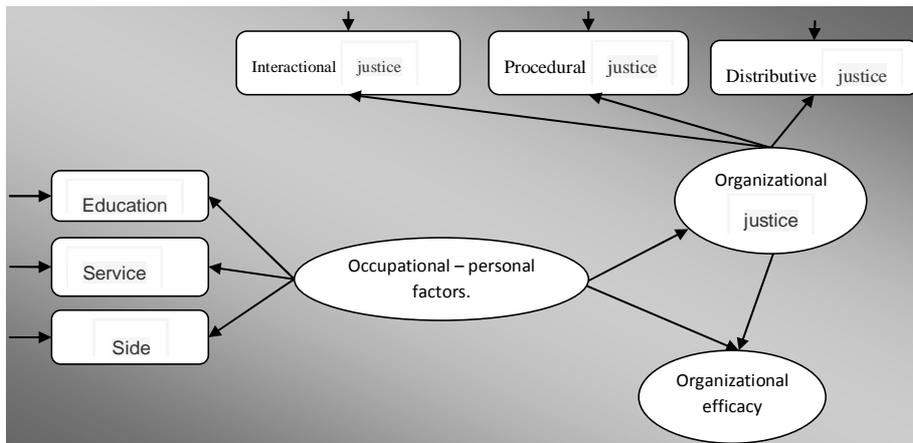
There are certain tools for evaluation of structural models. Chi Square Test is one of goodness of fit models and its low rates which is close to null indicates goodness of fit. Root Mean Square (RMSEA) for good models is lower than 0.05 and it is higher than 1 for weak models. CFI, GFI, AGFI, NFI and NNFI for good models are defined about 0.90 to 0.95. Lower rates for RMR and its standard, SRMR indicate better goodness of fit (Hooman, 2005).

Table 8 shows that the proposed model is ideal and the rates of RMSEA , CFI, GFI, AGFI, NFI , NNFI, RMR and SRMR are 0.02 , 0.99 ,0.98, 0.96, 0.97, 0.99, 0.03 and 0.03 respectively.

## DISCUSSION AND CONCLUSIONS

According to findings, the relationship between organizational justice and organizational efficacy in the statistical population is confirmed. Hosein and Abdolzahra (2004) explored simple multi relations between organizational justice and job satisfaction in an industrial company and concluded that the rate of correlation coefficient for them is 61%. Various types of organizational justice are correlated with different occupational fields (Shakarshekan and No'mani, 2005).

Therefore, it is clear that operational strategies for



**Figure 2.** Model fitted to the relationship of occupational - personal factors with organizational justice and organizational effectiveness.

**Table 7.** Effects of direct, indirect and total employment of occupational – personal factors and organizational justice and organizational effectiveness.

Variable	Standardized parameter indirect effect	The standardized effect
Efficacy of organizational justice: Occupational – personal factors	*	-0/16*
Efficacy of the organization justice : Occupational – personal factors	-0/10 *	-0/03 0/65**

P=0.01; p=0.05.

**Table 8.** Indicators fitness model.

$\chi^2$	Df	P	RMR	SRMR	RMSEA	NFI	NNFI	CFI	GFI	AGFI
47/18	17	37/0	03/0	03/0	02/0	97/0	99/0	99/0	98/0	96/0

organizational justice and effort for increasing it in different dimensions through efficient policies, planning and administration and by improving intra organization behaviors towards ideal situation would lead to higher efficacy of employees and finally, it would result in organizational efficacy.

According to findings, the relationship between principle of equity in distributive justice and organizational efficacy in the statistical population is confirmed. Kreitner (2004) concluded that interactional relationship plays a main role in perception of equity for the employees. The main components in employee-employer interaction are inputs and outputs. Output range depends on organization and status of the individual (Kreitner and Kinicki, 2004). Therefore, one can say that by implementing equity in human resource recruitment and by providing equal opportunity for employees to enable them to do the same amount of work, and to advance higher positions,

they would feel no discrimination and would be encouraged to work efficiently in order to help the achievement of the organization goals.

According to the findings, the relationship between the principle of equality in distributive justice and organizational efficacy in the statistical population is confirmed. Kreitner (2004) concluded that interactional relationship plays a main role in perception of equality for the employees. The main components in employee-employer interaction are inputs and outputs. Output range depends on organization and status of the individual (Kreitner and Kinicki, 2004).

Parnian (1999) stated that perception of employees about the conditions in the organization (salary, job, work environment, respect and procedural justice) differs and the perception is categorized into three groups: negative, positive and equal inequity. The perception affects on employees organizational commitment (Parinan, 1999).

Najibzadeh (2006) studied the employees of Azadeslami University Lorestan Unit and concluded that the employees feel more inequality for salary rather than the other items but they feel there is an inequality for job condition and workplace among coworkers and others. However, their perception about inequality in respect, organizational appraisal and procedural justice is relatively positive and above the average and equal to average (Najibzadeh, 2006). So, it is concluded that employees in organization are encouraged and seek efficacy for themselves and for their organization as well if they benefit equality and feel that justice prevails.

According to the findings, the relationship between principle of need in distributive justice and organizational efficacy in the statistical population is not confirmed. But, Babapoor (2009) found that provision of basic needs for all people in society is regarded as the fundamental goal of distribution and redistribution in Islam. Without doubt, the principle of distributive justice is specified as a goal in Quran and narrated documents.

Since Quran emphasizes on meeting the basic needs of all people, all managers have to provide suitable internal and external environment in an organization in order to meet the needs of employees and to invoke their motivation for higher efficient operations with the hope that it leads to efficacy for the organization as well.

According to the findings, it is not confirmed that distributive justice is more effective than interactional justice on organizational efficacy for the statistical population. Spector (1997) and Tyler and Dawes (1993) studied different effects of distributive justice and interactional justice and concluded that people in an organization assume fair manner rather than unfair manner. In addition, when the organization decisions are accepted, the people tend to cooperate more with supervisors and managers. The findings show that interactional justice involves more in interpersonal relationship with coworkers and even subordinates and rate of loyalty to the organization as well. Alexander and Ruderman (1996) showed that to perceive equality directly impacts on tendency to displacement and leave. SeyyedJavadeyn et al. (2009) holds that perception of equality affects on job satisfaction, reliance on managers, organizational conflict rate, stress and tension rate and appraisal of supervisors. However, 4 variants (job satisfaction, reliance on managers, organizational conflict rate and appraisal of supervisors) are more affected by interactional justice. Therefore, we can conclude that the employees would understand the goals and deliver effective service for organization when they relate the understanding to interactional justice concept and they response efficiently to organization. Since higher education staff believes that certain coworkers define organizational efficacy as a part of their job, they stated that there is a relationship between interactional justice and organizational efficacy.

The 5<sup>th</sup> hypothesis (the mediation role of organizational justice between personal and occupational factors and organizational efficacy) is rejected. It is noteworthy that in

the study of Yaa'ghobi (2009), it is shown that relationship between level of education and perception of justice in the sample is extendable to whole population with 0.001 probability of error. But, this is a general conclusion and in all levels of education, justice perception rate is a little above the average and their comparison clarifies that when the level of education is higher, justice perception rate decreases. The studies show that the average rates of justice perception for public sect and private sect are almost the same with no significant difference between them (Ya'ghobi, 2009).

Sharifian (2005) studied the relationship between years of service deliverance and organizational efficacy for high school teachers and principals. The findings showed that most frequently, they have delivered service for 16 to 20 years (31%) and least frequently; they have delivered service for 1 to 5 years (4%). So, it is clarified that more experience of the sample group and the personal and occupational factors relate to their effective organizational behavior in their organization (Sharifian, 2005). Therefore, one cannot judge by certainty about the prevailing justice in an organization.

## SUGGESTIONS

Given the collected data and performed analysis, the following suggestions are proposed to the higher education authorities to be implemented to enhance organizational justice and organizational efficacy:

1. The result of the main hypothesis (relationship between organizational justice and organizational efficacy) clarifies that organizational justice plays a role in implementation, promotion and efficacy in the organization. Therefore, it is suggested to the authorities to identify the trends and rules of justice implementation in their organization and to define favorable justice and its parameters and to try to get closer to the ideal justice in order that organizational justice and subsequently organizational efficacy are conducted in the organization.
2. The result of the 1<sup>st</sup> minor hypothesis (the relationship between the principle of equity in distributive justice and organizational efficacy) clarifies that the principle of equity in distributive justice regards concrete efficiency as more important than the quality of relations in the organization. Therefore, it is suggested to the authorities to treat high potential human resource fairly and assign them more important and fair tasks such that they do not perceive any discrimination and unfairness. In addition, it is suggested to motivate higher level educated employees by fairly compensation for their inputs.
3. Given the result of the 2<sup>nd</sup> minor hypothesis (relationship between the principle of equality in distributive justice and organizational efficacy) and the fact that the principle of equality in distributive justice exists in the studied organizations, it is suggested to the managers of higher education organizations to adjust levels of

education of employees with the goals of the organization and the tendency of employees to accept the assigned job by suitable planning in order for the employees to have a perception of justice and to be encouraged to seek efficacy for the organization. It is noteworthy that the clarification of organization goals and provisions made to all employees with equal outcome following the principle of equality would lead to suitable results.

4. The result of the 3<sup>rd</sup> minor hypothesis (no relationship between the principle of need in distributive justice and organizational efficacy) clarifies that the principle of need plays no role in organizational efficacy. Therefore, it is suggested to the authorities of organization to explore the effect of human resource personal properties on justice conductance and efficacy of higher education organizations to determine the adjusted process of change with needs and demands in order to increase justice and efficacy and to plan for future. If reconfirmed, the parameters of the principle would be identified and discouraged in the organization.

5. The result of the 4<sup>th</sup> minor hypothesis (the more effect of distributive justice than interactional justice on organizational efficacy) and its rejection, clarifies that the interactional justice plays more role in organizational efficacy. Therefore, it is suggested to the authorities of organization to take specific care for this case since we know that interactional justice is regarded as an important variant for indentifying various attitudes and behaviors of employees in response to transient unemployment, decisions about budget, negotiation policies, recruitment process and service delivery to customer, marketing and engagement of managers.

6. The result of the 5<sup>th</sup> minor hypothesis (occupational and personal factors through organizational justice present indirect effect on organizational efficacy) and its rejection, clarifies that there is no significant effect of personal and occupational factors on their organizational efficacy and the organizational justice plays no direct or indirect role in this result. It is concluded that one cannot judge about the prevailing justice in the organization and then, it is not required to identify the effect of personal properties of human resource on justice and efficacy of higher education organizations and the parameters must be discouraged.

## LIMITATIONS

During the process of research, the following limitations were observed:

- i. Given the proper prevailing culture on the studied organizations, the responses may be biased by the responders.
- ii. Many factors have an effect on organizational efficacy. So, a larger sample is required to accurately assess the control and sample groups.
- iii. The requirement could not be met because there were

two subgroups in the population (administration staff and academic board staff) for higher education organizations.

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