ORIGINAL RESEARCH PAPER

Investigating the relationship between information justice and social capital

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ABSTRACT: Social capital represents the set of interpersonal relationships which provide resources that create value for individuals in organizations. The present paper aims at investigating the relationship between Information Justice and social capital in Islamic Azad University South Tehran Branch. The method of the research is descriptive-correlational and regarding the aim it is functional. The means of information gathering from the studied population is questionnaire. The number of sample population was 250 and they were selected by simple accidental sampling method. From the distributed questionnaires, 240 ones were gathered. To study the Relationship between Information Justice and social capital, the model of structural equation was applied. The output of LISREL software indicates that the fitted structural model is appropriate for hypothesis testing. In other words, observed data is, to a great extent, compatible with conceptual model of research. So, there is a significant relationship between Information Justice and social capital.

KEYWORDS: EInformation Justice; Organizational Justice; Social capital

INTRODUCTION

Justice is one of the magnificent and inseparable legacies of human beings which consists the foundation of human rights. Justice means observing the right of others and not transcending their limits. Imam Ali ibn Abi Talib (peace be upon him) said: "Justice puts the currents in their natural path and the concept of justice means that natural and actual merits should be considered and every one should receive things according to what he deserves based on his work and talent" (Al-Sayyid al-Radi, 1180). The first definitions of justice are referred to Socrates, Plato and Aristotle; because justice was always one of the crucial questions of Socrates about nature (Marami, 1999). Plato believed that justice is attained when everybody working in government is in a position which deserves it; as a wise person is also a person whose three parts of soul (logical, spirited and appetitive) are in harmony and are commanded by logic (Akhavan Kazemi, 2003).

In Aristotle's point of view, justice means to treat people equally (Marami, 1999). The history of justice is as old as the history of man. This follows, therefore, that justice is natural to man. Man has never bothered himself with what justice means since it is a natural law (Dukor, 2015). Having in mind the fact that most of the lifespan of people is used today in the organizations, so attaining the goal of organizations is to a great extent dependent on the just and wise behavior towards the employees. In other words, the efficiency of each organization depends on observing factors such as organizational justice and social capital. An organization is a social system whose sustainability depends on a strong bondage between the parts forming it. So, realizing the unjustness affects badly on the spirit of group work; because it overshadows the spirit of group work and the motivation of the employees. Unjustness and unfair distribution of achievements and outputs of the organization weaken the spirits of the employees and decreases the mood of effort and group work

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in them. It may also decrease the production performance and commitment to the organization (Leow and Khong, 2015).

Greenberg (2009) defines organizational justice as the realization of employees of just encounters in the work place. Greenberg and Baron (2008) state that when people feel that they are being treated unjustly in the organization they are working for, show aggressive behavior from themselves- a behavior which harms their colleagues. So, realizing unjustness in the organization can be one of the principal reasons of aggressiveness in the work place. Denhardt (1991) states that honor, glory, beneficence-seeking and justice are the ethical foundations of the organization. He says that managers should act in a way that does not distort the honor and glory of anybody. He adds that they should behave in a good-honored and philanthropic way and never forget justice and fairness in their deeds, even for a single second (Klendauer and Deller, 2009).

In fact, unjust distribution of achievements and outputs of the organization weakens the spirit of the employees and reduces the mood of effort and working in them; in a way that they not only do not try to achieve the purposes of the organization but also try to destruct hard and softly the aims and interests of the organization. Employees who feel unjustness, response to this feeling by negative reactions such as refraining from trying, malfunctioning, weakened organizational citizen treatments and, in its serious forms, resignation (Mokhtarianpour, 2008). When people see that the system is unjust, they tend to decrease their energy, put less effort in accomplishing their work and start social loafing. This problem usually occurs for the employees of the government (Gholipour and Pourezzat, 2008).

As more and more organizations aim to achieve their goals through work groups and teams (Colquitt *et al.*, 2005), the relationships among coworkers have become crucial. Cooperation among members of work units allows organizations to better respond to societal and economic demands. Work units that fail to articulate their internal processes have to deal with negative consequences, such as social loafing or team conflict, which may reduce their effectiveness (Shaw *et al.,* 2011). New researches show that employees face two sources for judging whether there is justice in the organization or not. The most palpable one is their direct senior manager. The senior manager has complete authority over his/her subordinates and can affect the opportunities of their promotion or increasing their payments. The second source to which the employees refer the unjustness is the organization as a whole. Although this source is more invisible, it deserves paying attention to. Most of the time, people consider their organizations as social independent factors which can administer the justice or violate it. For example, when the employers and the organizations violate the contracts, the employees react to it. The researches show that the employees put difference between discrimination applied by their organization and the one exerted by their direct senior manager (Rupp and Cropanzano, 2002).

Information Justice and social capital might not be matters of importance for organizations in the past, but current ineluctable needs of the organizations, such as information, educating human forces, innovation, creation, progress, et cetera, have persuaded the organization managers to pay more attention to justice and social capital. Social capital flourishes human values by propagating confidence and mutual dependence and paves the ground for organizations to use them. Those organizations which do not pay attention to social capital will have to suffer heavy social, economic, political and spiritual expenses. About the importance of observing justice and social capital, it is enough to say that the existence of justice in an organization causes to create synergy among the employees, widen the opportunities of organizational promotion, boom the plans and improve constantly the organization performance.

Research on justice in organizations has been very fruitful, showing that justice is related not only to individual-level attitudes and behaviors, such as satisfaction, commitment, and helping behaviors (Liao and Rupp, 2005; Mayer *et al.*, 2007; Walumbwa *et al.*, 2010), but also to unit-level behavior, such as team performance, team absenteeism, unit-level organizational commitment, turnover intentions, and customer service orientation (Colquitt *et al.*, 2002; Simons and Roberson, 2003).

It is crystal clear that without having enough information about the level of organizational justice, it will be impossible to become aware of the aims of the organization, get feedback, be notified of the amount of administered plans, recognize the cases needing to be studied again and evaluate organizational justice. One of the main preoccupations of the Islamic Azad University South Tehran Branch has been improving

the performance of clerks and professors to attain the pre-determined goals. So, this research tries to study the relationship between the information justice, as one of the aspects of justice, and social capital.

This study has been carried out in the Islamic Azad University, South Tehran Branch, in 2016.

Social capital

The footprint of social capital can be seen in the works of many classic sociologists and in concepts such as social trust, solidarity and correlation. In 1980s, it received a lot of attention and could find a place among the theories of sociology with theoretical and experimental expansion. Generally, social capital is a complicated and multifaceted concept which has been defined by a lot of scholars based on the level of their analysis.

James Coleman (1988) claimed that social capital is not a united thing; but it is a repertoire of various things which have two common characteristics: All of them are an aspect of social structure and facilitate acts of certain people who are inside the structure. Social capital, like other kinds of capital, is productive and makes accessible getting goals which would be impossible to access if this capital did not exist (Coleman, 1988). Putnam (2013) considered social capital as a set of norms or social values. This set of norms creates optimized cooperation and participation among the members of a community and fulfills their mutual needs. He believes that trust and mutual relations of the members in the network are sources which exist in the acts of the members of the society. His emphasis was on trust and it is trust which can lead to political development by making trust between people, politicians and political elites. Therefore, trust is considered a valuable source of capital and in a state which exists a multitude of it, the amount of political and social development will be also a lot.

Fukuyama (2006) declared that social capital can be defined as a certain set of norms and informal values in which the members of a group, who are allowed to cooperate, have a share. Cooperation in values and norms do not engender social capital by itself because it is possible that these values are negative. On the other hand, values which produce social capital must include attributes such as honesty, fulfilling mutual deals and bilateral cooperation. Two aspects should be illuminated about social capital: The first point is that social capital belongs to all the people. Secondly,

it should be remembered that according to what politics and economics tell us, social capital is not necessarily a good thing. In these sciences, cooperation and participation is necessary for all the social activities whether good or bad. Paldam (2000) descried social capital as a paste which keeps together the components of the society. He divides theoretical approaches to this concept into three main groups of trust, inclination to cooperation and networks. He showed that inclination to cooperation and networks can be stated in terms of trust; so he reduced all the issue into mutual trust among the members. So, social capital states to what extent members of a group work easily with each other (Amirkhani and Pourezzat, 2008). Bourdieu (2001) believed that social capital is the aggregation of actual or potential sources which are produced through a set of institutionalized relations of familiarity and mutual recognition. The network provides for each of the members of the group a support of added buttress and makes them deserve credit (Tajbakhsh, 2005). In his point of view, social capital is a thing for which we should try in the run of time. In other words, social capital is the product of an individual, group, aware or unaware effort which seeks for stabilizing or reproducing social relations which are usable in the short or long term (Field, 2003).

Nahapiet and Ghoshal (1998) defined social capital from the viewpoint of organization as the aggregation of potential and actual sources which are inside the network of an individual or a social unit's relations and. The aggregation is also produced from this network and can also be accessed through it. He believes that social capital is one of the important organizational assets and sources which can help a lot the organizations to create and share knowledge and foster sustainable organizational privilege for them in comparison with other organizations (Ziaie *et al.*, 2011). Social capital involves cognitive, structural and relational capital (Hau *et al.*, 2013; Nahapiet and Ghoshal, 1998).

Structural dimension

Structural Dimension of social capital refers to social bondages and interactions and means the amount of social interaction among the person and other people s/he has social interaction with. Structural dimension consists of three factors of network relations, network configuration and organizational congruence (Nahapiet and Ghoshal, 1998). Structural Dimension of social

capital has been defined as general patterns of bondage between people- that is those persons who are in touch with each other in a network. In other words, this aspect calculates the amount of communication made among people (Bolino *et al.*, 2002).

Cognitive dimension

Cognitive dimension of social capital refers to common norms and its axis is recognition which means activities of intellect, thought and wisdom and provides a common insight of aims and values for members of the society and also paves the ground for start of their optimized activities in the social system. Nahapiet and Ghoshal believe that cognitive aspect of social capital refers to sources which provide common statements and shared systems of meaning among the members of the group. Cognitive aspect of social capital includes common organizational perspectives, values and aims and also common meanings (Nahapiet and Ghoshal, 1998).

Relational dimension

Relational aspect of social capital includes the nature of relations in a community and refers to various individual relations which people create in their interactions and emphasizes on trust and trustability in the relations. This aspect includes parameters such as trust, norms, commitments, mutual relations and determining the common identity. The focal point of social capital hinges on certain relations such as respect, trust, safekeeping, kindness and intimacy which people display in facing others. In other words, while structural dimension focuses on these aspects that whether people are in touch or not. Relational dimension refers to the quality of these communications. Relational dimension of social capital includes three factors of trust, identity and requirements and expectations (Bolino *et al..*, 2002).

Stepping in the path of increasing justice in the organizations is one of the important solutions which helps the organizations to , in addition to utilizing the privileges of organizational justice, provide a context replete with organizational citizen behavior and social capital and attain great achievements in this regard (Esmaeili *et al.*, 2014).

Information justice

Stacy Adams laid the initial pillars of concept of justice by proposing the equity theory at wok in 1963-

1965. Adam's equity theory, which has been derived from two theories of Social exchange theory and Cognitive dissonance theory, studies how people try to achieve justice and fairness in social exchanges. This theory hinges on comparative process in which every person compares the ration of his output to his input with those of the others and by this comparison realizes whether there is justice in an organization or not. The development of this theory led to the formation of an independent field named" organizational justice (Pourezzat *et al.*, 2013).

In all of the researches about organizational justice since beginning until now, this controversy has been common that justice is a one, two, three or four dimensional construct (Cohen-Charash and Spector; Colquitt, 2001). The first researches about justice were about distributional justice. Distributional justice refers to the realizing of justice (fairness) in the allocating of sources. This kind of justice focuses on the outputs (increasing the payment, promotional regulations, and grades of assessment). The following researches studied the organizational outputs (such as payment and fringes) under the name of procedural justice (Thibaut and Walker, 1976). Procedural justice refers to the observing of rules in formulating the procedures of distributing the outputs. Bies and Moag (1986) introduced the third aspect of justice as interactional justice. This kind of justice refers to mutual reactions that people receive in the process of distributing organizational outputs and administering the procedures related to the distribution of these outputs (such as respect and complete distribution of the procedures). The hidden obfuscation in the concept of interactional justice led Greenberg and Cropanzano (1993) to emphasize on the bifurcation of interactional (procedural) justice into Interpersonal Justice and Information Justice.

The first kind is interpersonal justice which refers to respectful and not- biased treatment of the employer towards his/her employees. This kind of justice signifies proper treatment with others and devoid-of-bias and discrimination respect which is palpable in the procedures. The second aspect is informational justice meaning the notifying of the employees by the employer about the decisions which may affect them. This kind of justice relates to the information and descriptions by the employer about the reason of using certain procedures or distribution of consequences by a certain method or to the fact that whether the

information is logical, honest and on time or not. It emphasizes on two criteria of honesty and justifying. For instance, if employers inform their employees completely about the payment and fringes but they have a devoid-of-respect treatment with them, it can be concluded that the level of information justice is high but interpersonal justice is not good. Based on the researches of Colquitt *et al.* (2001), people who have a good perception about organizational justice are more committed towards their organization, have fewer absences, have a superb performance, are better organizational citizens and enjoy more satisfaction. They studied 242 independent research samples in 183 researches published from 1970 to 2001 and focused on the relationship between justice(all of its four dimensions) and its key consequences for organization such as displacement, satisfaction, performance, et cetera and concluded that four-dimensional model of justice (justice diamond) is a very good predictor (Gholipour and Pirannejad, 2007).

MATERIALS AND METHODS

Conceptual model

According to the research's literature, the variable of information justice has been considered as the independent one and the variable of social capital is the dependent variable. Information justice was chosen among many various variables affecting the social capital, as one of the four dimensions of organizational justice (Fig. 1). The reason of choosing

this kind of justice was its importance in succeeding the organizations. In this research, information justice was compared with social capital using the model of Nahapiet and Ghoshal (1998).

Primary hypothesis

There is a positive and significant relationship between information justice and social capital of professors and clerks of Islamic Azad University South Tehran Branch.
Sub Hypotheses:
1) There is a positive and significant relationship between information justice and structural dimension of social capital of professors and clerks of Islamic Azad University South Tehran Branch.
2) There is a positive and significant relationship between information justice and cognitive dimension of social capital of professors and clerks of Islamic Azad University South Tehran Branch.
3) There is a positive and significant relationship between information justice and relational dimension of social capital of professors and clerks of Islamic Azad University South Tehran Branch.

The current research is descriptive in terms of method, correlational and based on structural equations in terms of the relations between the research variables and information analysis and functional in terms of purpose. The statistical population of the research consists of clerks and professors of Islamic Azad University South Tehran
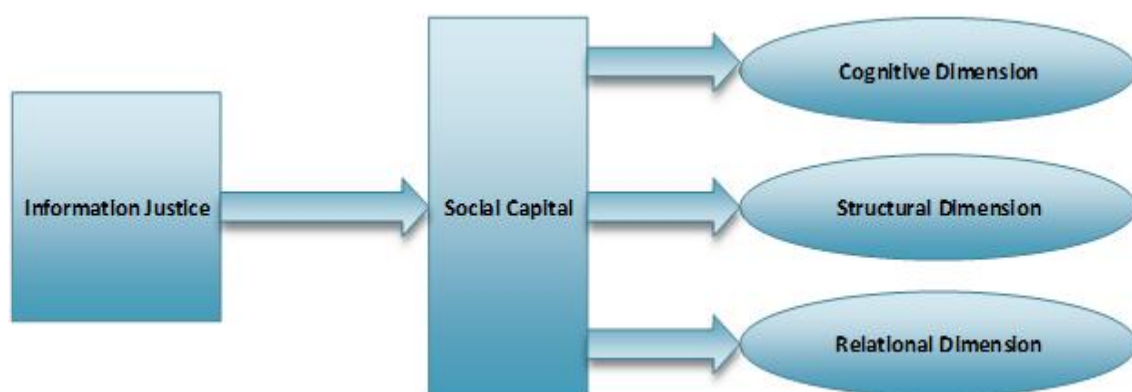

Fig. 1: Conceptual model of research study

Branch. Questionnaire is the tool of information gathering. For grading the choices of questionnaire, Likert scale (Strongly disagree=1 until strongly agree=5) was used. The questionnaire consists of two parts; the first part includes demographical questions and the second part consists of questions about the variables (dependent and independent) of the research. The questions related to testing the social capital have been taken from the questionnaire of Nathalie and Ghoshal which, using an organizational approach, places different aspects of social capital in three dimensions of structural (5 items), cognitive (2 items) and relational (13 items).

The questions related to testing the information justice have been taken from the questionnaire of Colquitt's questionnaire (Colquitt, 2001). The validity and reliability of this research has also been approved in a research done by Rajabi and Hashemi Sheykhshabani (2011) under the name of "Studying the validity and Reliability of Four Dimensional Scale of Organizational Justice" in the lunar year of 1390. In addition to these activities, the ideas of the elites of the human sciences were taken and its validity was also approved in order to test the validity of the questionnaire.

The sample size was determined 250 using Krejcie and Morgan table (Krejcie and Morgan, 1970). The

people were selected using the simple accidental sampling. Because of the fact that it was thought that some of the questionnaires might be partial or they may not be returned, from the 250 questionnaires, 240 which were usable were chosen. The calculated factors of Cronbach's alpha of this research, which have been shown in Table 1, show that the questionnaire has the necessary reliability.

To test the validity of the construct, Confirmatory Factor Analysis method was used. In this method, certain hypotheses are tested about factor loadings and mutual coefficient among the variables. A set of questions are usually provided to introduce a theoretical construct. Factor analysis will help determine an index used in the research.

RESULTS AND DISCUSSION

The results of descriptive statistics of research show that 21 percent of participants have Associate's Degree, 51% have Bachelor's Degree and 28% are at the level of Master's Degree. Also, 68 percent are male and 32 percent are female. 24% of the clerks had less than 5 years of work experience, 29% had an experience between 5 to 10 years, 22% between 11 and 21 years and 25 percent have an experience of 21 years and more. The mean and standard deviation of variables have been shown in Table 2.

Table 1: Cronbach   calculation

Variables	Questionnaire as a whole	Information justice	Social capital	Structural dimension	Cognitive dimension	Relational dimension
Number and sequence of the questions	25 questions	5 questions	20 questions	5 questions	2 questions	13 questions
Cronbach's alpha	89%	94%	86%0	89%	72%	91%

Table 2: Mean and standard deviation of research variables

Variable	Frequency	Mean	SD
Relational dimension	240	3/36	0.71
Cognitive dimension	240	3/57	0/95
Structural dimension	240	3/80	0/86
Social capital	240	3/57	0/56
Information justice	240	3/62	0/96

Hypotheses testing

Primary Hypothesis: There is a positive and significant relationship between information justice and social capital of professors and clerks of Islamic Azad University South Tehran Branch.

The inference findings of the research (Figs. 2 and 3) which have been provided using the structural equation model have been reflected in Table 3. The results show that there is a positive and significant relationship between information justice and social capital in work place. Information justice has a positive effect on increasing the social capital among the clerks with 71%. The significant factor of this parameter has been extrapolated as 5.92. Thus, the primary hypothesis of the research is approved (Table 4).

Chi-Square=207.46, df=274, P-value=0.00000, RMSEA=0.039
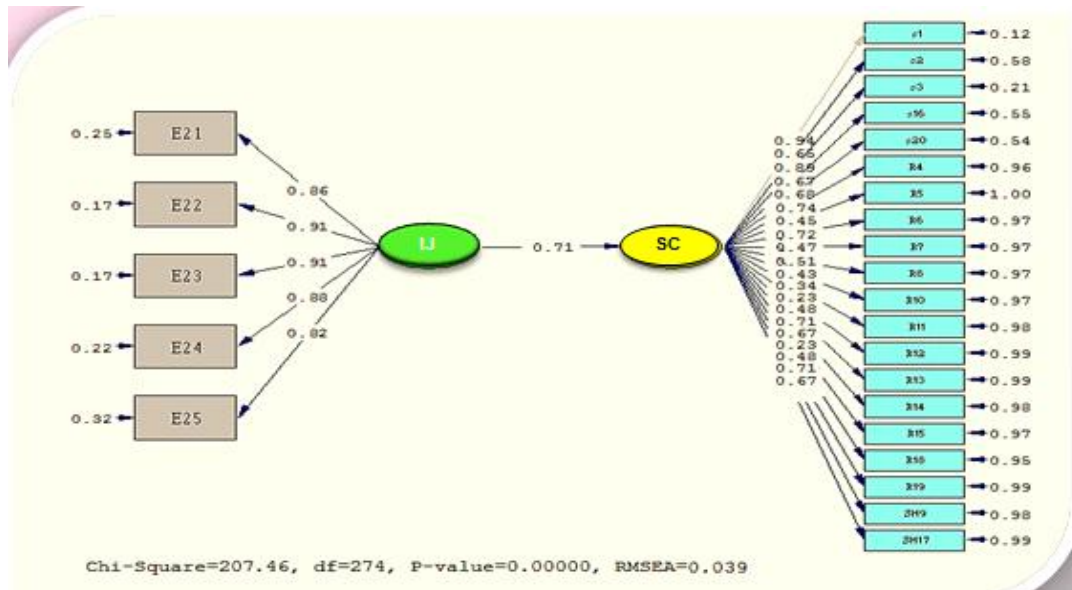
Fig. 2: Confirmatory factor analysis of research primary hypothesis
(Numbers of standards extrapolation)

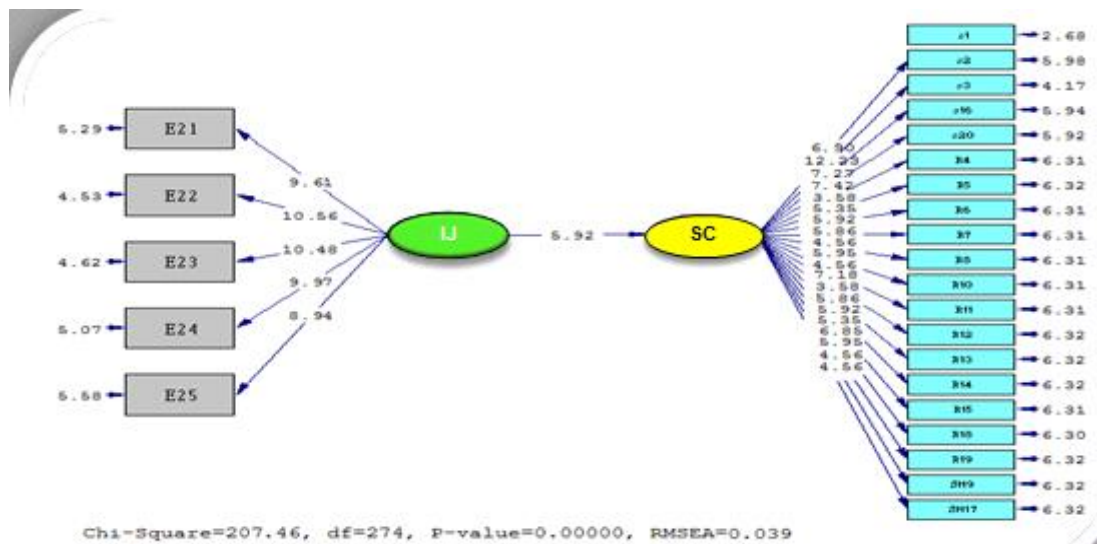Chi-Square=207.46, df=274, P-value=0.00000, RMSEA=0.039

Fig. 3: Significance factors of research primary hypothesis

To prove how much the calculated amounts are compatible with existing realities, we study the goodness of fit index of model in Fig. 4. The results show that the data of this research have a good fit with factor structure and theoretical foundation of the research. This fact shows that questions are in line with theoretical constructs.

Based on the above statements, it can be concluded that the general indexes show that data fit the pattern well. In fact, the aggregated data support the pattern well.

Second sub hypothesis of the Research: There is a positive and significant relationship between information justice and cognitive dimension of social capital of professors and clerks of Islamic Azad University South Tehran Branch.

Third sub hypothesis of the Research: There is a positive and significant relationship between information justice and relational dimension of social capital of professors and clerks of Islamic Azad University South Tehran Branch.The results obtained from testing the sub hypotheses of the research (Figs. 4 to 9) which have been summed up in Table 5 and Table 6 state that the information justice will have a positive effect of 69% on increasing the structural dimension, 78% on increasing the cognitive dimension and 83% on increasing the relational dimension of social capital among the professors and clerks of Islamic Azad University South Tehran Branch. This finding shows that information justice effects relational dimension of social capital. Because of the fact that

Table 3: Results of structural model

Relationship	Standard factor	Sig	Results
Information justice and social capital	71%	5.92	Significant

Table 4: Results of testing primary hypothesis of research

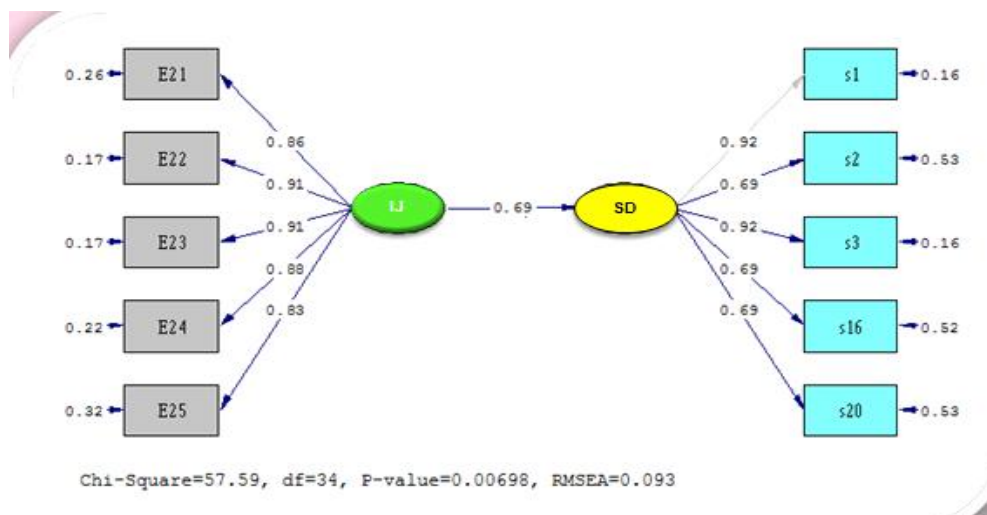| Index	AGFI	GFI	CFI	NNFI	NFI	RMR	RMSEA	P-Value	X^2/DF	DF	X^2
Results	0/85	0/93	0/97	0/96	0/96	0/007	0/039	0/00000	0/75	274	207/46

Fig. 4: Confirmatory Factor Analysis of First sub hypothesis of the Research (Standard Estimation Numbers)

the obtained factors are only significant when the number of their significance test is more than 2 and less than -2 and having in mind that the estimated significance factors of this research are 7.48, 5.28 and 8.59 for structural, cognitive and relational dimensions of social capital respectively, it can be claimed that there is a positive and also significant relationship between information justice and dimensions of social capital.
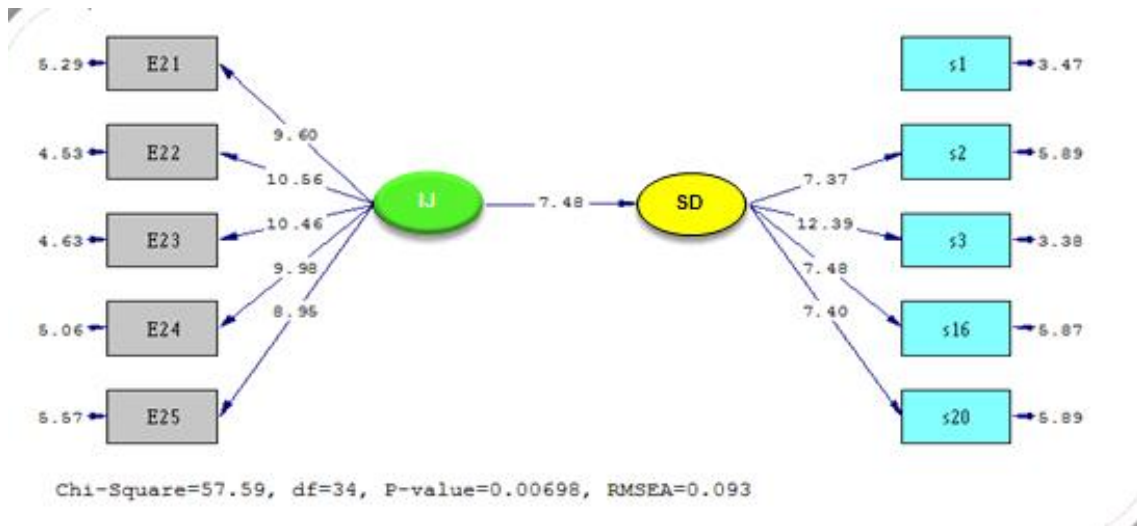

Fig. 5: Confirmatory Factor Analysis of First sub hypothesis of the Research
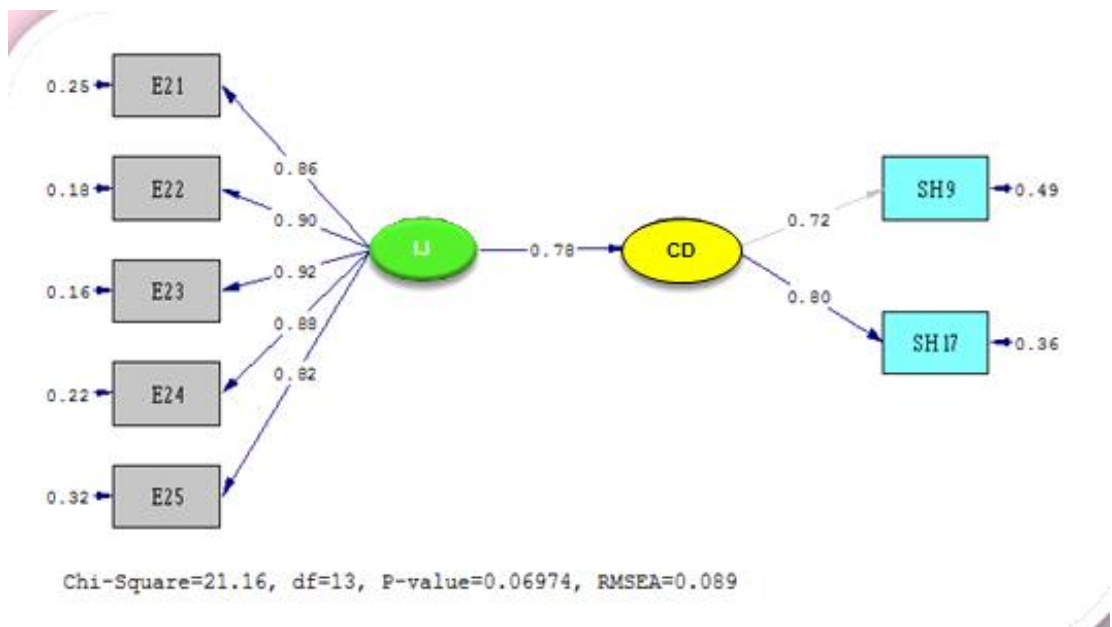(Standard Estimation Numbers)

Fig. 6: Confirmatory Factor Analysis of Second sub hypothesis of the Research
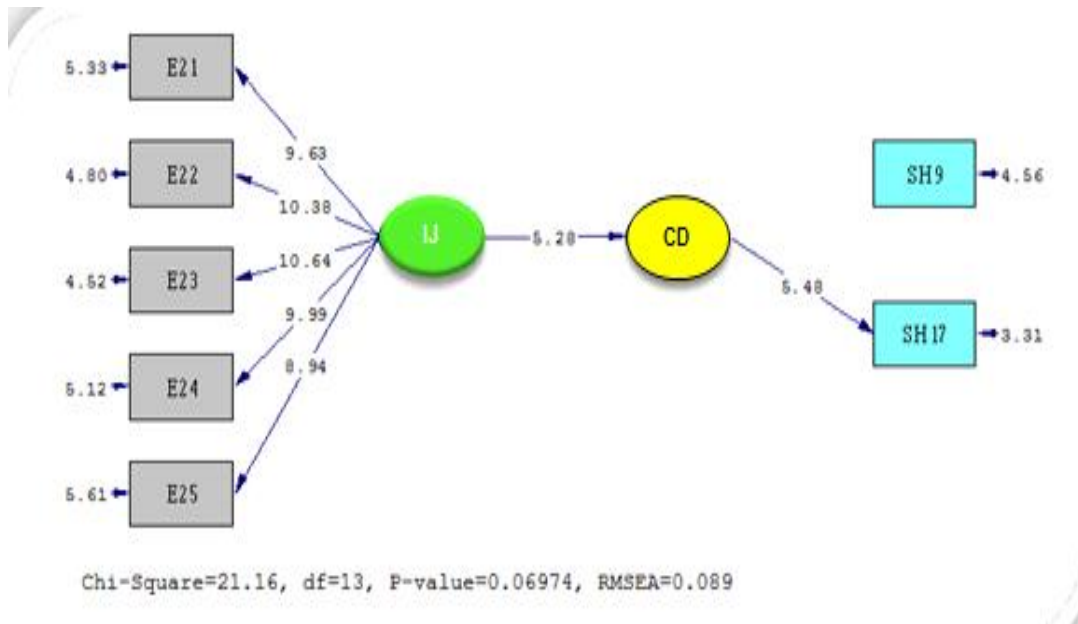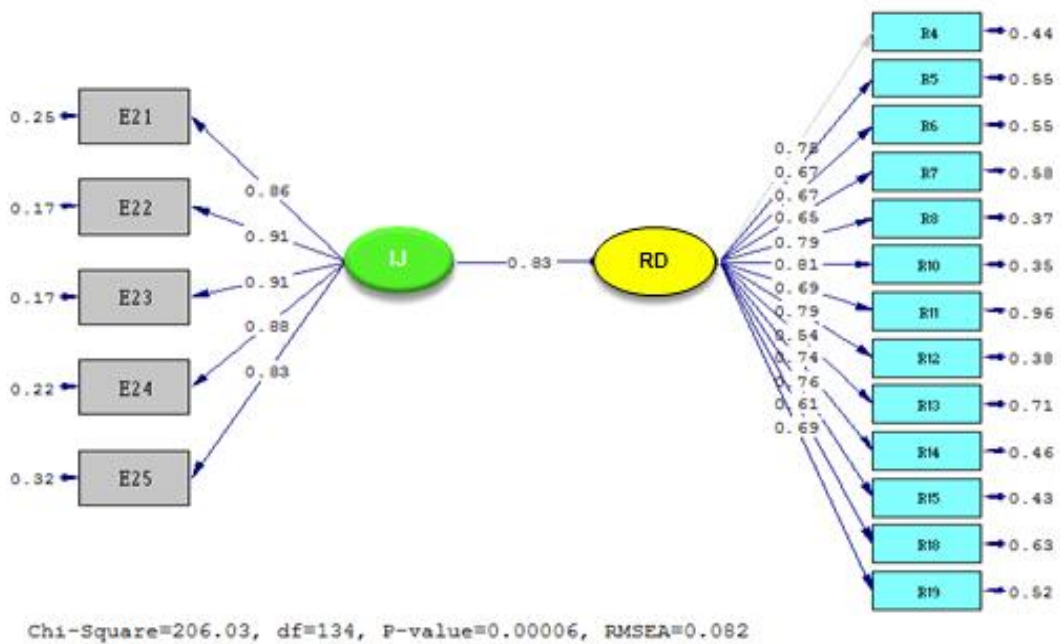(Standard Estimation Numbers)

Chi-Square=21.16, df=13, P-value=0.06974, RMSEA=0.089

Fig. 7: Confirmatory Factor Analysis of Second sub hypothesis of the Research
(Standard Estimation Numbers)

Chi-Square=206.03, df=134, P-value=0.00006, RMSEA=0.082

Fig. 8: Confirmatory Factor Analysis of Third sub hypothesis of the Research
(Standard Estimation Numbers)

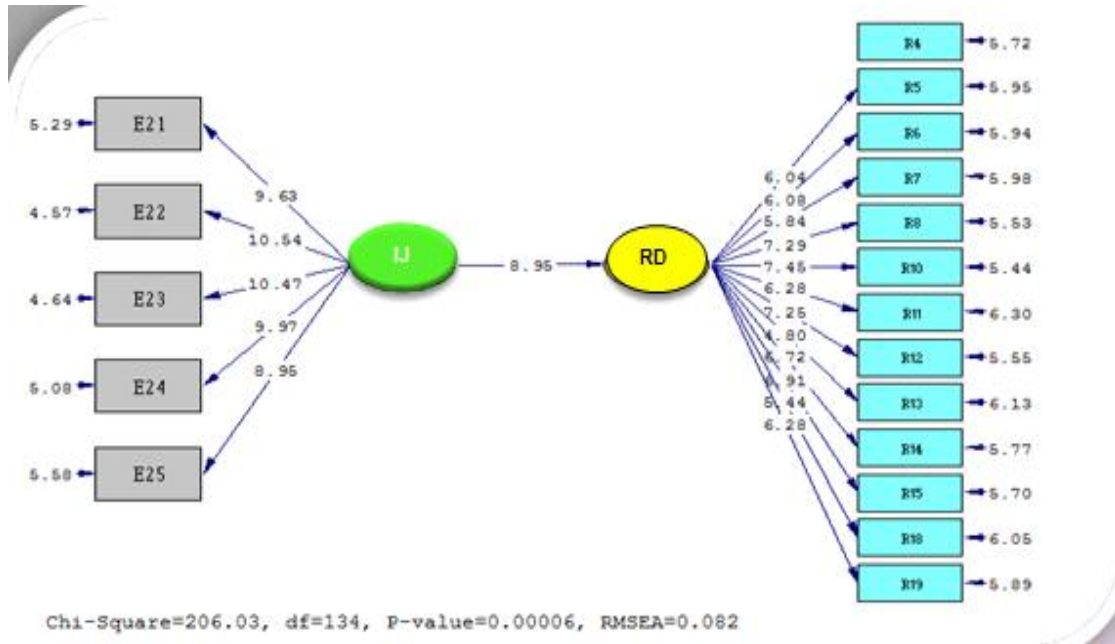Chi-Square=206.03, df=134, P-value=0.00006, RMSEA=0.082

Fig. 9: Confirmatory Factor Analysis of Third sub hypothesis of the Research
(Standard Estimation Numbers)

Table 5: Results of sub hypotheses

Index Hypothesis	AGFI	GFI	CFI	NNFI	NFI	RMR	RMSEA	P-Value	X^2/DF	DF	X^2
First sub-hypothesis	0/90	0/96	0/96	0/95	0/95	0/003	0/093	0/00698	1/69	34	57/59
Second sub-hypothesis	0/91	0/96	0/93	0/95	0/95	0/005	0/089	0/06974	1/62	13	21/16
Third sub-hypothesis	0/92	0/96	0/94	0/97	0/97	0/006	0/082	0/00006	1/53	134	206/03

Table 6: Results of structural model

Relationship	Standard	Significance	Results
Information justice and structural dimension	69%	7.48	significant
Information justice and cognitive dimension	78%	5.28	significant
Information justice and relational dimension	83%	8.95	significant

CONCLUSION

Based on the obtained results, it can be concluded that stepping in the path of increasing justice in Islamic Azad University South Tehran Branch helps the organizations to, in addition to utilizing the privileges of organizational justice, provide a context replete with organizational citizen behavior and social capital and attain great achievements in this regard. Strengthening each of the aspects of the social capital buttresses other aspects too. Thus, in order to increase all the social capital, all of its aspects should be paid attention to. The dimensions of social capital are as following in the Islamic Azad University South Tehran Branch based on the results: relational, cognitive and Structural. So, Islamic Azad University South Tehran Branch should take measures in order to improve the structural dimension of social capital, which shows the structuredness of the relations between the employees, and enhance the work conditions.

The university should expand the network relations (intimate and warm relations among organizational units and also among managers and clerks) by adopting a flexible and proper structure so that communication skills can be exchanged among the employees and a fertile ground is provided for more cooperation of employees in the form of work teams and committees. In spite of the fact that Islamic Azad University of South Tehran Branch has a quite good condition in relational dimension- which relates to efforts in order to create common perspectives, meanings and purposes, it should plan to improve knowledge and cooperation based on common perspectives, meanings and purposes. When information about the processes and procedures of decision-making are brought up with employees by the employers in an honest and enough way and employers also try in order to ensure information justice in the organization through information transparency and honesty, employees become more faithful to the organization and its values and purposes.

As it can be seen, the relational dimension of social capital- which signifies trust, norms, commitments, expectations and common identity among the organizational people- has a good condition in Islamic Azad University South Tehran Branch. However, it is necessary to support the measures which maintain the current condition or improve it. When employees feel that the managers keep their secret information, explicate the content of the decisions to them and the information provided to them is on time and honest, their trust in managers increase and as a result it can be expected that honesty-based relations, preferring the interests of organizations to those of the individual, the feeling of membership in a common family, being opened to criticize among the clerks and inclination to group work increases.

Recommendation

1- The cooperation among the employees in in Islamic Azad University South Tehran Branch should be constantly supported so that the level of interaction among them increases and after the expansion of relations, the culture of cooperation and group work also increases.

2- To the extent that the regulations and conditions of Islamic Azad University South Tehran Branch allows, all the information, by-laws and statutes should be notified on time and completely to the employees in order to support the trust among the employees.

3- Appropriate information systems should be created in Islamic Azad University South Tehran Branch to provide necessary information about the procedures and processes of decision-making for the employees.

4- Mangers should have expanded and effective interactions with their employees by holding organizational meetings and forum sessions. In these meetings, they can make the employees familiar with systemic thinking and organizational insight and in addition to fulfilling the problems of the employees, promote and encourage the employees in these sessions so that all of them become informed.

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CONFLICT OF INTEREST

The authors declare that there are no conflicts of interest regarding the publication of this manuscript.

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