




# Relationship between Perceived Organizational Justice and Quality of Working Life Mediated by Job Involvement among the Iranian Red Crescent Society Staff

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**Abstract**

**Introduction:** Organizations attempt to retain and grow their employees while improving organizational performance by improving their quality of working life. The present study aimed to investigate the relationship between perceived organizational justice and quality of working life mediated by job involvement among the Iranian Red Crescent Society staff.

**Methods:** This descriptive-correlational study employed structural equation modeling to investigate the relationship between variables. The statistical population consisted of all staff of the Red Crescent Society of Yazd Province in 2022-2023. In this study, 304 people were selected as participants through convenience sampling. The participants were asked to fill out the research measurement tools (i.e., quality of working life questionnaire, perceived organizational justice questionnaire, and job involvement scale). The proposed model was evaluated using structural equation modeling. The bootstrap test was used to test indirect relationships between the research variables.

**Results:** The analysis of demographic data showed that the mean age of participants was  $32.52 \pm 4.16$  years. Moreover, 265 (87.17%) participants were male and 39 (12.83%) were female. The results demonstrated a significant relationship of perceived organizational justice with quality of working life and job involvement ( $P < 0.001$ ). A significant relationship also existed between job involvement and quality of working life among the Iranian Red Crescent Society staff ( $P = 0.002$ ). The results also demonstrated the significant relationship of perceived organizational justice with the quality of working life mediated by job involvement ( $P = 0.014$ ).

**Conclusions:** Perceived organizational justice and job involvement had a positive, significant relationship with the quality of working life. Hence, organizational managers are advised to pay more attention to perceived organizational justice and job attachment.

## INTRODUCTION

Human resources (HRs) are a nation's wealth and an organization's capital, and the structure of any organization is formed by its human resources [1]. The higher the quality of human capital, the more likely an organization to succeed and survive [2]. Organizations attempt to retain and grow their employees while improving organizational performance by improving their quality of working life [3]. Today, organizations' productivity and high performance cannot be achieved without the support and participation of their employees. Consequently, it has always been emphasized that paying attention to the various needs of employees determines their efficiency and effectiveness [4]. The quality of working life is one of the behavioral scientists' primary concerns. Despite disagreement over

the precise definition of this concept over the last two decades, there is general agreement on its multidimensional nature and usefulness as a guide [5]. The quality of working life is a dynamic multidimensional structure, including job security, a reward system, opportunities for advancement and training, and decision-making participation. In general, the quality of working life refers to employees' mental perception and understanding of their work environment's physical and psychological desirability [6].

Several factors influence employees' quality of life. In this regard, one of the employees' reactions to the presence or absence of organizational justice in the workplace is an increased sense of belonging and

attachment to the organization [7]. Organizational justice refers to organizations' fair and just treatment of their employees [8]. Organizational justice is a fundamental organizational aspect that must be maintained; because injustice will encourage an organization's members to commit deviant behaviors [9]. Organizational justice sheds light on how decisions about the distribution of outcomes are made and individuals' sense of justice in producing those outcomes [10].

Mulang [11] defined organizational justice measurement indicators in three dimensions: distributive justice, procedural justice, and interactional justice. Distributive justice refers to the perceived fairness of received results. Procedural justice refers to the perceived fairness of decision-making processes. Interactional justice refers to the perceived fairness of interactions between employees and superiors. Jakopec and Susanj [12] reported that employees with a positive perception of justice exhibit positive behaviors and consequences. In contrast, those with a negative perception of justice engage in harmful and destructive behaviors [13, 14]. Employees are placed in a bed of perceptual and emotional pressures when they believe they work in an organization that does not respect the principles of justice. As a result, employees will experience job dissatisfaction, low occupational commitment, and demotivation in the long run when the principles of justice are violated in the workplace [15, 16]. Studies have demonstrated that positive changes in employees' perception of the quality of their working life reduce counterproductive and harmful behavior [17, 18]. Raeissi et al. [17] reported that inadequate and unfair payment, lack of solving staff problems by the organization, and poor management support have a negative effect on the quality of work life of nurses.

When considering the role of work in a person's life, we can be confident that the degree of attachment or alienation from work can significantly affect the quality of that person's life [19]. Hngoi et al. [20] defined employee job involvement in terms of cognitive, emotional, and behavioral factors. Job involvement measures how much individuals are actively involved in their job duties. People with high job involvement are assigned to and identified with their work roles [21, 22]. The Red Crescent is a non-profit international organization helping people affected by natural and man-made disasters worldwide [23]. Iran is one of the most accident-prone countries in the world, and the Iranian Red Crescent Society staff may face many cases as they are responsible for providing direct and indirect humanitarian services. Therefore, it is critical to consider the quality of working life and its relevant variables in such employees. Given the significance and fundamental role of employees in the development of society, as well as the various problems and issues that

employees face in the workplace, it seems necessary to plan for resolving their job problems. Considering the lack of studies, the most important innovation of the current research is the use of job involvement as a mediating variable in the quality of work life of Red Crescent employees. According to the mentioned materials, the present study aimed to investigate the relationship between perceived organizational justice and quality of working life mediated by job involvement among the Iranian Red Crescent Society staff.

## METHODS

The present study is descriptive of the correlation type. The statistical population consisted of all staff of the Red Crescent Society of Yazd Province in 2022-2023. In this research, 304 staff of the Red Crescent Society were selected as participants through convenience sampling. The sample size was selected based on the number of research variables and 20 people for each variable [24]. There was a total of 12 observed variables ( $12 \times 20 + 50 = 290$ ). Anticipating the drop in participants, 320 questionnaires were distributed among staff of the Red Crescent Society. Finally, by removing the participants who did not complete the questionnaires correctly, the data of 304 participants were analyzed. The inclusion criteria were at least 1-year work experience, 22 to 45 years old, informed consent to participate in the study, and answering all the research questions. The exclusion criteria included refusal to participate in the study and incomplete delivery of questionnaires. Finally, 304 members of the statistical population who met the inclusion criteria were selected as participants.

### Measurement Tools

**Quality of Working Life Questionnaire:** Quality of Working Life Questionnaire is designed based on Walton's model [25]. this questionnaire consists of 35 items in 8 subscales: Adequate and fair compensation, safe and healthy working conditions, the opportunity to use and develop human capacities, the opportunity for growth and security, social integration in the work organization, the constitution in the work organization, work and total life span, and social relevance of work life [26]. The items are scored based on a 5-point Likert scale (from 1: very low to 5: very high). Higher scores on each subscale indicate higher levels of that subscale. The Persian version of the Quality of Working Life Questionnaire was examined by Khaksari et al. [27] and the validity and reliability of the instrument were confirmed in the Iranian sample. In this study, Cronbach's alpha was 0.87 for the questionnaire.

**Perceived Organizational Justice Questionnaire:** Developed by Niehoff and Moorman [28], this questionnaire consists of 20 items in three dimensions: procedural justice, distributive justice, and interactional justice. The items are scored based on a 5-point Likert

scale (from 5: strongly agree to 1: strongly disagree). The reliability of the Persian version of this questionnaire was confirmed in the research of Negahban et al. [29]. In this study, Cronbach's alpha was 0.79 for the questionnaire.

**Job Involvement Scale:** Developed by Kanungo [30], this 10-item scale measures how much a person is involved in his/her job. The items are scored based on a 5-point Likert scale (5: very high to 1: very low). The total score on this scale ranges between 10 and 50. The reliability of this tool was 0.83 in the present study.

**Data Analysis**

The Pearson correlation coefficient was used to examine the relationship between variables in SPSS-27. The skewness and kurtosis were utilized to specify the data normality. Structural equations modeling (SEM) was employed to evaluate the proposed model in AMOS-25. To evaluate the fitness of the model, the indices including Tucker-Lewis index (TLI) (>0.90), Comparative Fit Index (CFI) (>0.90), Relative Fit Index (RFI) (>0.90), Normed Fit Index (NFI) (>0.90), and Root Mean Square Error of Approximation (RMSEA) (>0.08) were used.

**RESULTS**

The analysis of demographic data showed that the mean age of participants was 32.52±4.16 years, 265 (87.17%) participants were male, 39 (12.83%) were female, 259 (85.20%) participants were married, and 45 (14.80%) were single. The descriptive statistics for the research variables, including mean, standard deviation, skewness, kurtosis, and Pearson correlation coefficient, are shown in Table 1. The Pearson correlation coefficient revealed a significant correlation between all research variables (P<0.001).

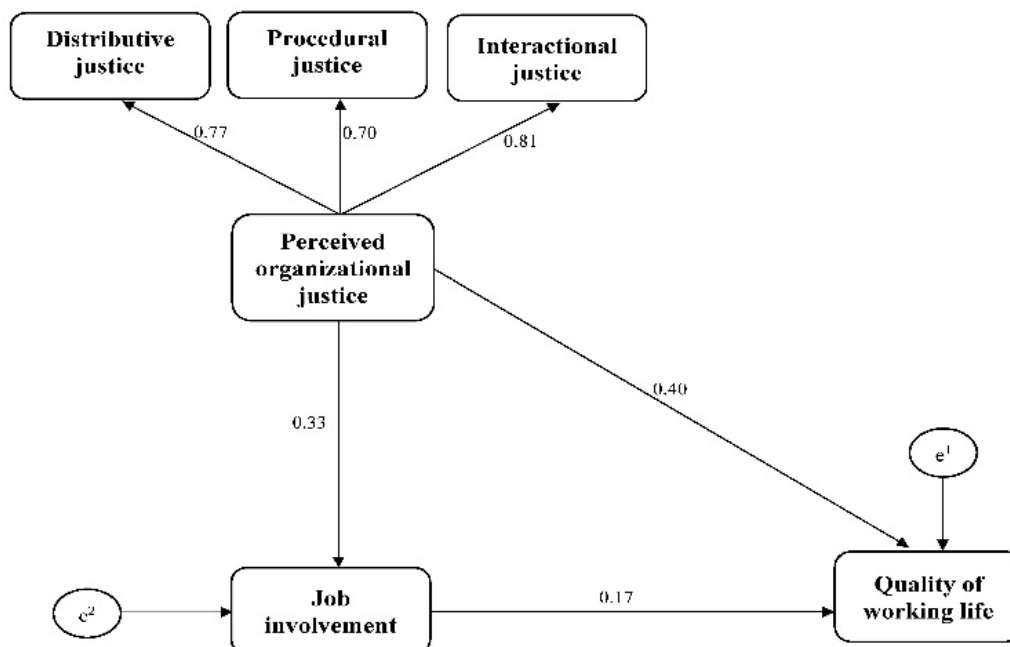
Figure 1 depicts the research model used to explain the quality of working life based on perceived organizational justice and job involvement. According to the data in Table 2, the root mean square error of approximation (RMSEA) equals 0.001, indicating the initial model's goodness of fit.

Table 3 presents the findings on estimating the path coefficients for testing the direct and indirect relationship. There were direct and significant relationships between research variables (P<0.01). According to the results, job involvement had a mediating role in the relationships between perceived organizational justice and quality of working life among the Iranian Red Crescent Society staff (P=0.014).

**Table 1.** Mean, standard deviation (SD), kurtosis, skewness, and correlation between research variables

Variables	Mean ± SD	Kurtosis	Skewness	1	2	3
1- Quality of working life	95.08 ± 12.30	-0.22	-0.18	1		
2- Perceived organizational justice	59.38 ± 9.71	-0.21	0.33	0.41**	1	
3- Job involvement	30.31 ± 4.44	-0.08	-0.46	0.30**	0.29**	1

\*\* : P<0.01



**Figure 1.** The model pertaining to the mediating role of job involvement in the relationship between perceived organizational justice and quality of working life

**Table 2.** Fit Indicators in the Research Model

Fit Indicators	χ2	df	(χ2/df)	TLI	CFI	RFI	NFI	RMSEA
Proposed model	1.55	4	0.38	0.99	0.99	0.99	0.99	0.001

**Table 3.** Path coefficients of direct and indirect relationship between research variables in the proposed model

Path	Proposed Model	
	$\beta$	P
Perceived organizational justice $\rightarrow$ Quality of working life	0.40	0.001
Perceived organizational justice $\rightarrow$ Job involvement	0.33	0.001
Job involvement $\rightarrow$ Quality of working life	0.17	0.002
Perceived organizational justice to quality of working life through the mediating role of job involvement	0.36	0.014

## DISCUSSION

This study aimed to investigate the relationship between perceived organizational justice and quality of working life mediated by job involvement among the Iranian Red Crescent Society staff. The results showed that all direct paths were significant, and the indirect path was also significant through job involvement and quality of working life. The study's first finding indicated a significant relationship between perceived organizational justice and quality of working life. This result is consistent with similar research findings [31]. This finding can be explained as follows: employees who feel equality and justice will experience a higher quality of working life. Employees' compliance with distributive and procedural justice in their work planning is one of the most important factors affecting their professional satisfaction. When justice is implemented for them, they become more committed to the organization and feel the desire to stay and continue working there. Employees' positive perception of distributive and procedural justice increased the quality of their working life in this study [31]. Therefore, it can be concluded that an organizational development strategy can be achieved to improve practical organizational efficiency by attempting to improve employees' perception of justice in the work environment and improving the quality of their working life. Furthermore, organizational managers should pay special attention to the types of payments and procedures based on employee performance and merit to establish distributive and procedural justice in their workplace. Managers of organizations should also know that employees perceive procedural justice to be fair when procedures are followed without regard for personal interests and ethical standards and norms are observed. On the other hand, managers should keep in mind that by improving the perception of procedural justice, employees view their superiors and the organization favorably, even if they express dissatisfaction with pay, promotions, and other personal consequences. The favorable perception of procedural justice by the employees seems to draw a favorable image of justice in their workplace [7]. One of the indicators of a good work environment is the provision of conditions in which all employees feel proud of their work. Moreover, an appropriate work environment is where the employees feel justice, believe in the rule of law, and understand that personal tastes and interests have no place in the decision-making process.

Furthermore, the findings revealed a significant relationship between job involvement and quality of working life. In other words, job involvement has a positive, significant relationship with the quality of working life. This result is consistent with similar research findings [32]. It can be argued that when employees believe that issues such as job involvement and its application are being addressed in the organization, their absenteeism decreases, their job performance improves, and their participation in decision-making increases significantly. Consequently, if employees are not involved in their jobs and goals, achieving the desired goals is an improbable expectation. Their job involvement and sense of commitment will result in strong morale, which is developed in any organization when the members' needs are met. They can perform their work and responsibilities with peace of mind, improving the quality of their working life. Increasing the quality of working life in the organization will reduce conflict and strengthen mental peace and motivation for progress among its members [33]. As a result, job involvement can improve the quality of one's working life.

The study findings also revealed a significant relationship between perceived organizational justice and the quality of work life, with job involvement as a moderator. The authors found no comparable study in this regard. The findings revealed a significant relationship between perceived organizational justice and the quality of working life. The higher a person's perceived organizational justice, the higher the quality of his/her working life. On the other hand, the results indicated that perceived organizational justice was associated with increased job involvement, affecting the quality of working life [2]. It can be hence concluded that job involvement served as a moderating variable in the relationship between perceived organizational justice and quality of working life. Employees with a positive attitude toward their jobs frequently experience happiness, pleasure, and satisfaction, which appears to lead to positive attitudes and reduce conflict in the organization. Because of such experiences, they are dedicated to the organization for which they work.

The study population consisted of only the Red Crescent Society of Yazd Province staff. Therefore, the findings should be cautiously generalized to employees of other organizations and in other cities. Another limitation of this study was using a self-report tool, which may have influenced the accuracy of the participants' reports due to social desirability bias.



## CONCLUSION

Perceived organizational justice and job involvement had a positive, significant relationship with the quality of working life. Given that the presented conceptual model fitted well, it can be regarded as an innovation and scientific discovery capable of improving the quality of working life. Because an incorrect perception of organizational justice and a low and unfavorable quality of working life can negatively affect the quality of services provided by employees, organizational managers are advised to pay more attention to perceived organizational justice and job attachment. They are also recommended to employ basic strategies such as written educational programs to improve the performance of their employees as this ultimately leads to the satisfaction of the organization's employees, their families, and other clients.

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## AUTHORS CONTRIBUTION

Rahman Sheikhi Ghalehsardi: Study concept and design, acquisition of data, analysis and interpretation of data, and statistical analysis. Alireza Heidari and Parviz Asgari: Administrative, technical, and material support, study supervision. Alireza Heidari and Zahra Eftekhari Saadi: Critical revision of the manuscript for important intellectual content.

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The study was approved by the Ethical Committee of Islamic Azad University- Ahvaz Branch (IR.IAU.AHVAZ.REC.1402.033).

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## CONFLICT OF INTEREST

There are no conflicts of interest regarding the publication of the current research.

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