

INVESTIGATION & ANALYSIS RELATIONSHIP ORGANIZATIONAL JUSTICE AND HUMAN RESOURCE MANAGEMENT SUBSYSTEMS ORGANIZATIONAL HEALTH IN ZAHEDAN EDUCATION SYSTEM

^{a*}MASOUD POURKAINI, ^bMOSTAFA MOLLAZEHI

^{a*}Corresponding Author, Assistant Professor, Faculty Member, Faculty of Humanities, Kerman Branch, Islamic Azad University, Kerman, Iran .

^bM.A. of Public Administration, Kerman Branch, Islamic Azad University, Kerman, Iran

Email: ^a Pourkaini@yahoo.com, ^bmosi.molizadeh.mm@gmail.com

Abstract. One of the most important assets of the organizations is human resources, one of the factors that is important to personnel today, is organizational justice. Most direct relationship in the hypotheses test of this study, related to procedural justice and then interactional and finally distributive justice which suggests that personnel consider greater importance to the accurate implementation procedures and processes and correct division of tasks and responsibilities and also interactions and exchanges full of reverence and respect to personnel. Also the highest intensity of the relationship related to the relationship between distributive justice and the administrative health human resources improvement subsystem which shows the more effect of distributive justice to motivate the personnel to learn efficiently.

Keywords: subsystem, administrative health, human resources system, organizational justice.

1. Introduction

If review our daily life we conclude that the organizations are penetrated strongly in our lives, we are in daily contact with the numerous organizations and most people spend much of their lives in the institutions. In this way, our consideration of the organizations may be positive or negative. This understanding that comes from our personal experiences in contact with the organizations, form our understanding of the organization. This common sense tells us that we should examine the organizations in a systematic way to get more recognition of them (Iran Nejad, Parizi and S. Gohar, 25: 2006). Stability of the collaboration networks needs to provide the preparations and to notice to the type of the interactions. In the inter-organizational cooperation, justice has a pivotal role because the cooperation, is a category that shapes in social networks and one of the most important social stability, is justice (Avtarkhany 30: 2008 so that justice is a human issue that is important for people who work in an organization, other means, justice is directly linked to the job. In the organizational justice arises with what ways should have worked with Personnel to feel they have been treated fairly (Naami and Shokrkon, 2006:91). In this case, the organization goes ahead towards the health because the organizational health causes to the organization growth and improvement. A healthy organization is a place people want to stay there and work and be helpful and effective people themselves. So, the healthy schools as an organization, created the causes of the stimulation and interest in work on the teachers and in this way, raise their effectiveness (Hui and Vlfvk. (1993:128 the existence of justice whether when attracting the employees and whether after the absorption causes the growth of the programs, the continuous improvement of the organizational performance and the creation of a great force in order to synergies ,development and creation of the sublimity organizational opportunities (Poorsoltani et al, 2010: 154). Checking of the existed administrative health effects and the problems that occur in the absence of it, as the administrative corruption expresses the significance level of the research. If the administrative system, does not be safe and effective despite the good intentions of the policy makers what is realized in practice may be in conflict with those objectives and policies. The corruption and fake are phenomenon that all the countries grappling in the world with it more or less. The destructive consequences of the corruption and its conflict with the public

interests, such as wasting of the resources, slowing the economic growth and reducing the effectiveness, causes the increasing attention to the importance of this phenomenon in different societies (Habibi, 1996:27). Justice as a tangible factor can have a significant impact on the administrative health system with suitable and low-cost policies and these conditions for today's organizations and especially to Iran which have the substantiation of the twenty years old vision in mind seems a necessity

Review of carried out researches regarding the relationship between the organizational justice and the administrative health, indicates that most of these researches are done in the Industrial, the production and the treatment organizations and in the educational institutions such as schools, have been paid less to this subject , also the carried out studies on the human resources management subsystems and in particular, the administrative health of the human resources management subsystems were lower that so reveal the necessity of this study far more. In this research attempts have been made that by studying the same researches and conducting a research in the area of checking the relationship between the organizational justice on Human Resource Management System Organizational Health in Zahedan Education system, employees relations be investigated. The main question that this study deals with is that is there a significant relationship between the organizational justice and Human Resource Management System Organizational Health in Education system?

2. Theoretical Foundations

2.1 Organizational justice

Word of the organizational justice for the first time, has been used by Greenberg in 1987. According to Greenberg the organizational justice is related to the employees' perceptions of the job fairness in the organization. He applies this term for the explanation and definition the role of fairness in the workplace. (Taheri Attar, 2008:1). Fairness and justice is a fundamental value in the organizations (Konovsky 2, 2000:37). And it is focused on how people understand fairly or unfairly the within organization events from the social viewpoint (poll, 170).2007: the organizational justice refers to the employees' perception of fairness and occupational fair behaviors (Jex & Beehr, 1999). And it pays to the judgments of individual and public of fairness or moral merit.

In the division of the organizational justice, three types of justice as, distributive justice, procedural justice and interactional or interactive justice have been proposed. Distributive justice refers to the fair distribution to employees' perceptions of the organization's outcomes. This kind of justice is based on the theory of Adams. Based on the theory of equality, individuals compare their received rewards from the organizations with their service to the organization and with other employees. In the other words, equity theory claims that people compare data rate to their output with other people to determine the level of fairness. Distributive justice reflects people's perception of the fairness observance amount in the distribution and the allocation of the resources and rewards, in other words, it implies to the extent to which people linked rewards to the performance (Rezaeian 2010:43). While distributive justice describes fairness consequences that employees get, procedural justice expresses the fairness of the used procedures to determine the outcomes.

Procedural justice, that means a process to achieve the fair results, must be fair. That means people do not have the right and should not be able to achieve the fair results of the methods and the unfair

processes (Cohen 3, 2001:241). Fair procedures can be as signs for people that they feel they have valued and respected in the organization and can improve the balance and the confidence in the relationship with others. Interactional justice means that all communication and interaction between people must be fair on the way to achieve fair results. This means that individuals have no right to strive the unfair compromises between themselves and others on the way to achieve fair results (Rogue 4 18: 2006). This type of justice is in connection with the aspect of the communication (such as courtesy, respect and honesty) between the sender and the receiver of justice (Cohen, 2001:69). The interactional justice predicts better the job performance in comparison with the procedural justice. Procedural justice linked mostly to the organizations and organizational policies, while interactional justice is linked more with the management or the guardian) Kovartz et al., (2002:230). For the organizational justice variable, one of the most prestigious models, is the model of Niehoff and Moorman organizational justice (1993) which has three dimensions, distributive, procedural, interactional with the relevant index and the measurement takes place by the standard questionnaire (20 questions).

2.1.1. Distributive justice

Distributive justice refers to the judgment of the results distribution equality such as the rate of payment or the scale and the promotion opportunities in an organizational context. This theory expresses that people consider the relative balance of the desired results and compare their relative data - output with their colleagues. Rawls (1971), describes the justice conception accurately. According to him, when there is an inequality in the expectations, poor people in the organization may become worse. At this time the only thing that the organization should do, is to identify parts of the organization where distribution is done unequal, and prevent them (Corpanzo & Folger, 1991:138).

2.1.2 Interactional justice

Perceptions of fairness in the organization not only affected by the results, but also affected by the applied process to achieve the results as well. Procedural justice theory suggests people can look beyond the short-term decisions. So, undesirable results appear acceptable when it is thought that the applied process was fair (Greenberg, 1987:12). Justice implementation requires adopting the fair procedures. This means that regardless of whether the content of the law must be fair, the process that is supposed the justice is concluding from it also must be fair. Justice and fairness heed in the implementation process must provide equal opportunity for all.

Therefore it can be said, justice requires the rules precision and the laws implementation procedure when is fair that benefit possibility from the law easily be available to everyone. Baron and Greenberg believe that scientists have considered two aspects to procedural justice, structural aspect of procedural justice, that this aspect of procedural justice examines this phenomenon that how decisions are made to seem fair. It is important to note that this aspect does not pay to what are the decisions, but it considers that how decisions are made. About the social aspect of procedural justice, Greenberg believes that although the structural aspect of procedural justice, is very important but it does not cover issues of procedural justice, in other words when making judgments about the fairness heed in the organizational procedures, the quality of the interpersonal behavior of decision-makers with the organization personnel is considered as a key factor (Greenberg & Baron, 2000:147).

2.1.3 Interactional justice

The word interactional justice was used for the first time, by two researchers with names of Bayess and Moog in 1986. They believed that interactional justice is another type of justice that conceptually is distinct from distributive and procedural justice and refers to the social action of procedure. People are sensitive to the quality of the treatment with them in the interpersonal relationships and also to the structural aspects of the decision making process (Rezaeean, 2005:59).

Interactional justice suggests that the quality of interpersonal behavior during the procedures is important and effective in determining the fair judgments. Justification or presented explanation is effective in the perception of fairness and increases this probability that the fair decision-making procedures are considered fairly. Interpersonal behavior includes trust in people's relationships and behaviors with humility and respect. Good shape of the procedures is defined as five behaviors: enough attention to personnel data, prevention of personal prejudice, consistent use of decision criteria, Timely feedback, justification a decision. These factors play an important role in the personnel perceptions of equality, acceptance the decisions and orientation towards the organization (Konovsky & Cropanzan, 1991:702). Interactional justice can have two dimensions: Interpersonal dimension, that shows that behavior must be politely and respectful. Managers should show a behavior of trust and respect when dealing with their personnel. A second dimension is expectations and social responsibility. With people justification adequately, people's tolerance power of an unfair result become more. This means that people's expectations of heed of one aspect of the organizational justice can affect the personnel behaviors to the reaction to heed the other aspects of the organizational justice (Corpanzo & Greenberg, 1997:330).

2.2 Organizational health

A healthy organization is a place where people want to stay there and work, are proud of the organization and they are useful and effective themselves. Parsons in the definition of the organizational health, expresses all social systems for survival and development, must adapt themselves to the environment, mobilize their resources to get their own purposes, co-ordinate their activities. And motivate their personnel and in this case, health of them is guaranteed (Hoy & Wolfolk, 1993:265). In Miles opinion, the organizational health refers to the situation beyond short-term efficacy of the organization and refers to set the relatively enduring traits that are the sustainability and survival of the organization in their environment, compatible with it, and upgrade and expansion of the organization's ability for the greater compatibility (Jahed, 2005:94).

If the organization wants to survive and expand, should solve the problem of compliance, goal acquisition, a unity and invisibility. Organizations must obtain sufficient resources and adapt themselves to the environmental demands (compliance), define their goals and do (goal acquisition), maintain the union solidarity among personnel (unity) and maintain and renew the cultural patterns and motivations of the organization climate (continuity) (Beikzadeh and Bayrami A. Luyee, 2005:68). Hoy and Myskel (1971) have defined the organizational health in seven dimensions that form the pattern of interaction and behavior within the organization. Institutional level; the institutional integration in an organization programs, means the understanding of the personnel interests and the organization's ability to adapt to its environment (institutional requirements).

Administrative level; refers to organizing, task-oriented and success-oriented behavior. Manager specifies his expectations,

maintains rigorous standards of the performance (tools need). Consideration, shows managers friendly, supportive and open behavior, (expression need). Manager influence refers to the manager ability in influencing its superiors, manager works effectively with influential to its local director (tools need). Resources support, refers to the organizations that have the necessary resources for effective action (tools need). Technical level and spirit, refers to the sense of community, openness and trustiness between managers and personnel (expression need). Scientific emphasis refers to the organization emphasis to personnel learning. Managers believe the ability of personnel to success in learning and respect them (tools need). Leiden and Klyngl (2000), write in conjunction with the organizational health, organizational health is a new concept includes not only the organization's ability to perform tasks effectively, but also the organization's ability to grow and improve (Nazem et al., 2010:145). According to Lynden and Klyngl model a total of eleven components are provided for the organizational health (separated dimensions related to each other).

1. Relationship: in healthy organization continuous communication between personnel and as well between subordinates and elites must be facilitated. In the organization face-to-face discussions are equally important as same as documents.
2. Participation and involvement in the organization: in a healthy organization personnel at all levels appropriately are involved in the organizations decisions.
3. Credibility or reputation of the institution: a healthy organization reflects the perceptions of the credibility and positive reputation to the personnel and the personnel in general value for the credibility of its domain or a part of it.
4. Spirit: appropriate mood is shown in an organization by the friendly atmosphere where personnel often love each other and their jobs and overall they are excited, personally, and for the organization.
5. Loyalty and commitment: high trust has always been in a healthy organization, there personnel waiting to come and work and have a good sense of their work in the organization.
6. Ethics: in a healthy organization ethics has a special place personnel tend to value for the ethics
7. Identification or recognition of performance: in a healthy organization personnel are encouraged and feel that they are valuable, manager select these kinds of personnel for the improvement of the organization.
8. Purpose: in a healthy organization objectives are clear and personnel activities of is accordance with those objectives. Personnel are also involved in setting the organization's objectives
9. Leadership: Leadership is considered the determining factor in profitability and effectiveness of the organization. Leaders often have friendly behaviors and personnel can easily communicate with them
10. Improvement or development of personnel efficiency: in a healthy organization environment often there is a special group to support education and improvement of the action of the force
11. Use of resources: personnel need to see that the resources are properly divided between them (AlagheBand, 1999:237).

2.3 Human resources management system

Human resource is one of factors that are effective on survival of organizations and always are considered by authorities and managements of organizations. Skilled and educated human resource has an undeniable role in process of evolving traditional society to industrial society in a way that human resource has been considered as the most important and main factor of developing societies and organizations so that by increasing complexity of today's society certainly missions of organizations will become more sensitive and important in order to meet expectations of societies. A thing which has been changed to a certainty among technicians is the basic role of human as main operator of organizations. Humans vitalize spiritless body of organizations and practically make realization of purposes possible. Administrative system is referred to collection of governmental and public organizations and institutions which provide public services and goods and human resource system is considered as the first basis of administrative system which include 4 main subsystems (Mirsepasi, 2010: 20)

Supply and adjustment system of human resources: human resources should be supplied and adjusted in strategic planning framework in large and medium organizations and naturally purposes and strategies of planning human resources are affected by major mission, purposes and strategies of organization such as other subsets of organization.

Therefore when a human resource plan is considered strategic that not only its purposes and strategies to be situated in line with strategic movements of organization but also way of decisions about estimating and supplying human resources from a hand by recognizing opportunities and treats of work market and from another hand determining strengths and weaknesses and pivotal capabilities of available human resources of organization and at the same time benefits of organization, personnel and society to be considered. An important point which exists in predicting required human resources and method of supplying them is making flexibility and dynamiting human resources supply and adjustment system and in this regard emphasis from a hand is on making people multi-skilled and from another is on proportionality of types of work and organization with type of employees' personalities (Mirsepasi, 2010: 169).

Human resources improvement system: human resources need preparation and education in accordance with changes in out of organizational and within organizational environments especially strategic changes of organization. Strategic selection of training programs plays pivotal role in aligning purposes of organization and human resources management and this alignment can be supplied by educating and strengthening insight, knowledge and professional skills of managers and personnel and make organizations to have learner features. Human resources are basic assets of organizations and sources of each type of evolution and innovation in organizations. Human is a changeable creature and with numerous potential evolutions and abilities, these abilities should be evaluated and become from potentiality to actuality by favorable educations. An important point about educating managers and training personnel of organizations is that trainings plans should not be only in order to strengthen professional skills but also its culture making role especially in developing countries are important as much as that or maybe more than that (Mirsepasi, 2010: 235).

Human resources maintenance system: no chapter is observed with topic of maintenance or similar to that in textbooks of human resources management, especially books which have been written in 1990s with strategic attitude and has been reflected with topic of "motivation and reward" (book of Landi and Kuling, 1997), or "participation of personnel in success of organization and

connection of reward to strategies of human resources" (Walker, 1992) or "security and health and helper programs of personnel" (Casio, 1989) and such as them in the books. Maintaining personnel of organizations and especially maintaining managers have aspects more than communicating human with receiving rights and benefits or supplying health and security in work environment. Meanwhile it should be not imagined that personnel's expectations from their organizations are equal in everywhere and in each work space and easily these expectations can be recognized. Imagination of each cultural space from quality of work life is an especial imagination that manages should try to identify that. When affairs related to maintaining and keeping personnel in an organization are spoken, it is necessary to be considered various and complex aspects that create individual, group and organizational needs and individual and group differences in interpretation of high quality work and humans to be studied with all their existence aspects in relation with work and social life. View to human as a system or a part of a work system should not create this imagination that human can be studied as a mechanical system; but identifying intangible aspects of human makes its maintenance difficult (Mirsepasi, 2010: 305).

Human resources usage system: strategic view to dominion of human resources which has formed theoretical structure of human resources system emphasizes particularly on interaction between system's components with each other and interaction of system with its external environment. Therefore quad subsets of human

resources management system should be balancer of interactions of each other in order to realize purposes and strategies of organization. If there is any insufficiently or limitation that makes other subsets of human resources management system (supply and adjustment system, improvement system and maintenance system) disable to conduct their duties effectively, human resources usage system should try to compensate that. Effective using human resources is responsibility of all managers and administrators of organizations but in terms of planning and executing, managers can be divided to two major fields named strategic field and operational field. Strategic managers provide policies and major purposes of organizations about way of attracting, maintaining and using and suggest required guides about within the organizational and interorganizational replacements and such that and operational managers mainly make strategic plans to action stage (Mirsepasi, 2010: 355).

2.4 Human resources system organizational health

Human resources system organizational health

generally has been used from combination of general indexes of administrative health and corruption of Leiden and Kolingel (2000) with human resources system indexes that include 4 subsystems with criteria of each one, this model has been expressed in Table 1 and is tested by researcher-made questionnaire (70 questions).

Table 1. Administrative health aspects of human resource system (Alagheband, 1999: 240, Mirsepasi: 2010, 10-250)

Variable	Dimensions	Indexes
		1. The alignment of strategies adsorbed
	Administrative health	And recruiting human resources with path of aim of entire organization
	Sub-system suppliers and	2. improvement and development of efficiency of personnel With proportionality of job and employment and basic training
	Amendment of human resources	
		3. The correct leadership and observing ethics in human resource adjustment
Variable		4. identification or recognition programs absorbed performance
Dependent,		The alignment of development strategies And the development of human resources with path of aim of entire organization
Health		
Administrative		
System		2. improvement and development of efficiency of personnel
References	Administrative health	
human	Sub-system development and	3. The interaction of personnel in determining training needs
		4. identification or recognition of personnel performance to determine training needs
	human recourse development	
		5. The development of ethics and piety and the spirit of aversion corruption
1- Alignment of compensating service of human resources with		Administrative health of maintenance subsystem and compensating service of human resources

<p>purpose way of whole organization</p> <p>2- Strengthening employees' morale and commitment with rights and wage and compensating proportional and various services</p> <p>3- Classifying jobs in order to correct use of resources and improving personnel's efficiencies</p> <p>4- Respecting to ethics in evaluating operation</p> <p>5- Cognizing and recognizing operations of compensating services of employees programs</p> <p>6- Cognizing or recognizing operation of development and improvement programs</p>	
<p>1- Alignment of usage strategies and work relations of human resources with purpose way of whole organization</p> <p>2- Respecting to culture of institute and commitment and expertise and morale and ethics and relations of human resources in dividing managers and</p> <p>3- Very high participation by personnel by informing about mission to them and existence of belief to their abilities</p> <p>4- Existence of communications with high enthusiasm in organization</p> <p>5- Strengthening loyalty and commitment of personnel by supporting them in society</p> <p>6- Effective leadership</p> <p>7- Correct usage of resources and new technology</p> <p>8- Attainment of personnel to their rights in purpose way and specified laws</p> <p>9- Strengthening credit and reputation of organization with regular and high activity of personnel</p> <p>10- Cognizing and recognizing operation of usage programs and work relations of personnel</p>	<p>Administrative health of usage subsystem and work relations of human resources</p>

2.5 history of the research

Both inner and foreign researches related to variables of the research have been studied in order to evaluate history of the research and it has been tried to express subject, purpose and final result of the research in short.

2.5.1 Inner researches

Shiva Zare (2012) in MA thesis of Sistan and Baluchestan University with topic of "evaluating relationship of organizational justice with organizational health and personnel's job burnout of Education Department of Zahedan" found that results of correlation test between aspects of organizational justice and aspects of organizational health show positive and significant relation and only there has been not a significant relationship in aspect of distributional justice with institutional unification with ($r=0.122$). Results of correlation test between organizational justice and job burnout have shown negative and significant relation except in aspect of distributional justice with individual operation ($r=-0.047$).

Also among aspects of organizational justice, three aspects of procedural justice, interpersonal justice and informational justice have the most roles in predicating organizational health and only distributional justice has role in predicting job burnout and eventually there was no difference between personnel in terms of demographic features about organizational justice, organizational health and also job burnout. Khadijeh Sheykhi (2013) in MA thesis of Tehran Payam Noor University with topic of "evaluating relationship of administrative health with organizational justice and job satisfaction and civil behavior in Education Department of East Azerbaijan Province" showed that there is strong correlation ($r=0.657$) between administrative health and organizational justice.

Correlation between organizational justice and civil behavior had maximum correlation coefficient (78.6) and had minimum

correlation coefficient (0.106) between organizational justice and job satisfaction also results of multivariable regression indicated existence of maximum effect coefficient related to variable of organizational justice ($a=0.251$) and coefficient of variable of civil behavior ($a=0.217$) was confirmed but coefficient of variable of job satisfaction was not confirmed due to higher being than 0.5 of its significance level. Whole regression was confirmed due to lower being than 0.05 of sig of test.

2.5.2 Foreign researches

Olovaynio (2004) has conducted a research about effect of organizational justice on personnel's health; this research is longitudinal type and has lasted for two years. 2969 people of Finnish personnel were evaluated in this research. Results of this research showed that executing justice in organization has a significant relationship with personnel's health and reducing absence of job due to disease. Another finding of this research is that making healthy organizational space and increasing organizational justice can lead to more organizational health and reducing delay and absence.

Hui and Wulfolk (1990) have studied relationships between aspects of teacher's efficiency (individual and group) with aspects of atmosphere of healthy school (institutional cohesion, manager's influence, observance, organizing, supporting by resources, morale, and scientific emphasis) in a research under topic of evaluating relationship between teachers' efficiencies and organizational health of school. Results of the research have shown that atmosphere of a health school with strong emphasis in scientific aspects and existence of influential manager has a very strong relationship with individual and group efficiencies of teachers.

3. Development of hypotheses and conceptual model

3.1 Main hypothesis

There is a significant positive relationship between organizational justice and administrative health of human resources subsystems in the education of Zahedan city. (H1)

3.2 Sub-hypotheses

1. There is a significant positive relationship between distributive justice and administrative health of supply and adjustment of human resources subsystems in the education of Zahedan city. (H1a)

2. There is a significant positive relationship between distributive justice and administrative health of Improvement of human resources subsystems in the education of Zahedan city. (H1b)

3. There is a significant positive relationship between distributive justice and administrative health of application of human resources subsystems in the education of Zahedan city. (H1c)

4. There is a significant positive relationship between distributive justice and administrative health of maintenance of human resources subsystems in the education of Zahedan city. (H1d)

5. There is a significant positive relationship between procedural justice and administrative health of supply and adjustment of human resources subsystems in the education of Zahedan city. (H1e)

6. There is a significant positive relationship between procedural justice and administrative health of Improvement of human resources subsystems in the education of Zahedan city. (H1f)

7. There is a significant positive relationship between procedural justice and administrative health of application of human resources subsystems in the education of Zahedan city. (H1g)

8. There is a significant positive relationship between procedural justice and administrative health of maintenance of human resources subsystems in the education of Zahedan city. (H1h)

9. There is a significant positive relationship between interactional justice and administrative health of supply and adjustment of human resources subsystems in the education of Zahedan city. (H1i)

10. There is a significant positive relationship between interactional justice and administrative health of improvement of human resources subsystems in the education of Zahedan city. (H1j)

11. There is a significant positive relationship between interactional justice and administrative health of application of human resources subsystems in the education of Zahedan city. (H1k)

12. There is a significant positive relationship between interactional justice and administrative health of maintenance of human resources subsystems in the education of Zahedan city. (H1l)

13. There is significant difference in amount of relationship between organizational justice and administrative health of human resources subsystems in terms of administrative and educational personnel. (H1m)

14. There is significant difference in amount of relationship between organizational justice and administrative health of human resources subsystems in terms of demographic variables (age, education, and gender and work experience). (H1n).

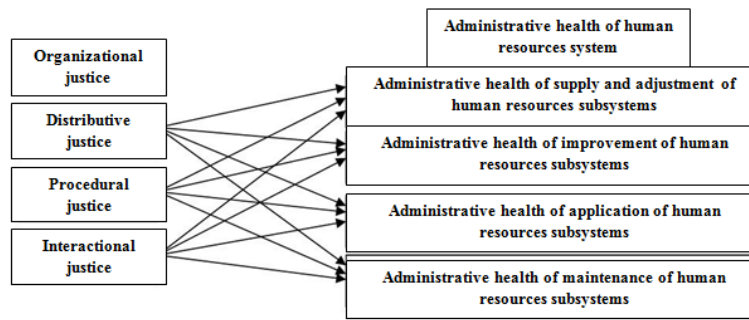


Figure 1) conceptual and theoretical model of the research

4. Methodology

The present research due to this reason that develops usable knowledge about quality of relationship among variables is practical in terms of purpose and descriptive in terms of method of collecting data. Method of conducting research is as survey because describes statuses of variables and also relationships among them. SPSS software has been used in order to analyze data which was conducted as sampling. Variables of the research are: distributional justice, procedural justice, interactional justice, administrative health of subsystem of supplying human resources, administrative health of subsystem of improving human resources, administrative health of subsystem of maintaining human resources, administrative health of subsystem of human resources usage.

4.1 Tool of collecting data

Using questionnaire is one of common methods in collecting information in survey researches. According to this issue that way of measuring variables of the research is specified the best method of collecting data in this research was considered questionnaire. Questionnaire of this research includes 90 items with 5-Likert spectrum which has spectrum of I completely agree to I completely disagree. Used items in this research can be divided to 7 parts of distributional justice with 5 items, procedural justice with 6 items, interactional justice with 9 items, administrative health of subsystem of supplying human resources with 11 items, administrative health of subsystem of improving human resources with 11 items, administrative health of subsystem of maintaining human resources with 20 items and administrative health of subsystem of human resources usage, with 28 items, items of part of organizational justice of the questionnaire is taken from researches of (Niehoff & Moorman, 1993). Items of part of administrative health of subsystem of human resources are as researcher-made and have been adapted from researches of (law of health of administrative system and cope with corruption, Hamzehli, 2012), (organizational in higher education, Leiden and Kolingel quoted by Alagheband, 1999), (questionnaire of

organizational health of school, Saatchi; Mahmud. Kamkari; Kambiz. Askarian; Mahnaz. Psychological tests, Virayesh publish 2010.), (strategic planning human resources, Dr. Naser Mirsepasi, 2010).

4.2 Population and sample of the research

The statistical population of this research includes all administrative and training personnel of Education Department of Zahedan city in total number of 3438 people that will be in separation of administrative personnel 109 people and training personnel 3329 people.

The sample volume was formed as random stratified, in this way that schools of (group a) and the department (group b) were assumed as stratum and in ratio of number of each stratum and by using Morgan table 346 people of schools' teachers and 86 people of the department's personnel were selected as the statistical sample in order to execute the questionnaire. In this research among 500 questionnaire that were distributed (400 questionnaires among schools and 100 questionnaires in the department) 460 questionnaires were returned according to conducted follow-up and presence of the researcher on answering time that 432 main samples were obtained by reducing 28 uncompleted cases.

4.3 Reliability and validity of the tool and normality of the statistical sample

All stages related to reliability and validity was completely passed to measure accuracy of measuring tool. To evaluate validity of the questionnaire first all questions were extracted from valid references, then probable problems of it were evaluated by conducting pretest. After that the measuring tool was given to some experts for more evaluation and its reliability was confirmed. Reliability of the measuring tool was evaluated by using Cronbach's alpha coefficient which is the most common inner adaptability test. Table 2 shows value of this coefficient for components of the research. Cronbach's alpha higher than 0.7 is considered as the acceptable number in reliability of the tool.

Table 2. Results of determining reliability of the research tool

Cronbach's alpha of administrative health	questions of administrative health of system	Number of sample	Cronbach's alpha of organizational justice	Questions of organizational justice	Number of samples
0.984	70	30	0.946	20	30

First skewness and kurtosis of each variable were evaluated to test normality of variables of the statistical sample that were between normal range of (-2 and 2). Second all values of sig higher than 0.05 were obtained through especial menu of evaluating normality of SPSS and by using chi-square test so distribution of the statistical population is normal according to Central Limit Theorem.

5. Analyzing data

5.1 Evaluating demographic features of answerers

From all answerers to questionnaires in terms of gender 210 people were male and 222 people were female, in terms of education 63 people had diploma degree and were under diploma, 111 people had associate degree, 170 people had Master degree and higher, in terms of age 100 people were between 20 and 25 years old, 128 people were between 25 and 35 years old, 121 people were 35 and 45 years old and 83 people were between 45 and 55 years old, in terms of service experience 89 people had 0 and 5 years, 139 people had between 50 and 10 years, 114 people had 10 and 15 years and 90 people had 15 and 30 years.

5.2 Evaluating hypotheses of the research

According to normality of the distribution, in order to explain and interpret variables of the research, Pearson's correlation coefficient test is used in order to determine relationship between two variables and is indicated with symbol of r. If the obtained value to be positive means that changes in both variables occur in the same direction and if r to be negative indicates this point that two variables move in contrast direction of each other and if the obtained value of correlation coefficient to be zero means that there is no relationship between two variables (Kalantari, 2010, 108).

Also we use independent t test to test hypothesis 13 and use variance analysis test in order to test hypothesis 14. When we want to compare averages of two populations (or samples) with each other and evaluate significance of difference between them, t or z test is used but when research want to evaluate difference of averages of more than two populations (or samples) variance analysis method or test of F is used (Kalantari, 2010, 125). Results of testing hypotheses are provided based table 3.

Table 3. Results of statistical tests of hypotheses

Row	Hypothesis	Hypothesis testing	Results
1	The main hypothesis: examine the relationship between organizational justice and administrative health of human resources system Through the Pearson test	The correlation coefficient = 0.658 Intensity of the relationship = 0.321	Hypothesis is confirmed. with compliance and increase in organizational justice with its various aspects an ideal platform to achieve the organization to objectives and aligning and is provided healthy and effective enjoyment of human resources and thus administrative health of human resources puts upward.
2	Hypothesis 1: examine the relationship between distributive justice and administrative health of supply and adjustment of human resources subsystems Through the Pearson test	The correlation coefficient = 0.615 Intensity of the relationship = -0.124	Hypothesis is confirmed. But with increasing distributive justice and payments among personnel the unity and cohesion between them is increased. That this consistency in negative mode will be increased in the little corruption in the category of order and nepotism of hires Therefore, due to the positivity of category of distributive justice reducing it is not rational. But with the increase should be done enough building a culture order to justify personnel to benefit of them of capacity internal cohesion on the right path and avoid of corruption.
3	Hypothesis 2: examine the relationship between distributive justice and administrative health of Improvement of human resources subsystems Through the Pearson test	The correlation coefficient = 0.115 Intensity of the relationship = 0.376	Hypothesis is confirmed. With increasing distributive justice and payments among personnel interest of personnel to learning and specialized, doctrinal and educational training to play an effective role in the organization becomes more and more. Therefore, can be increased employee motivation to learn more and more and aversion of tendency to academic degree and tendency to certificate with increase in justice in payments.

4	Hypothesis 3: examines the relationship between distributive justice and administrative health of maintenance of human resources subsystems Through the Pearson test	The correlation coefficient = 0.344 Intensity of the relationship = -0.146	Hypothesis is confirmed. But with increasing distributive justice and payments among personnel. A type of hand-picked is created in organization that all personnel supply in terms of material and there will be not a protest for the rights and benefits. this will be created too little corruption in the field of financial and non-financial compensation and appointments of jobs that we need more making culture.
5	Hypothesis 4: examine the relationship between distributive justice and administrative health of application of human resources subsystems Through the Pearson test	The correlation coefficient = 0.148 Intensity of the relationship = -0.17	The hypothesis is confirmed but by increasing distributive justice and payment among personnel a kind of misconception has been created in the organization that because all personnel are financially supplied, there will be no protestation in the field of nonfinancial needs such as delegation of authority and giving management posts to inappropriate people and this issue will make a little corruption about way of managing organization that we need more culture making.
6	Hypothesis 5: examine the procedural justice and administrative health of supply and adjustment of human resources subsystems Through the Pearson test	The correlation coefficient = 0.629 Intensity of the relationship = 0.323	The hypothesis is confirmed, by increasing justice in wok processes and way of conducting affairs, personnel's hopes to existence of justice in in the organizations become more and they will try to respect this matter about attracting and employing acquaintances of themselves.
7	Hypothesis 6: examine relationship between procedural justice and administrative health of Improvement of human resources subsystems Through the Pearson test	The correlation coefficient = 0.614 Intensity of the relationship = 0.324	The hypothesis is confirmed, by increasing justice in wok processes and way of conducting affairs, processes are conducted correctly and as the result personnel's enthusiasm and interest in real increase of knowledge and learning in order to more domination to processes and work routines are increased.
8	Hypothesis 7: examine the relationship between procedural justice and administrative health of application of human resources subsystems Through the Pearson test	The correlation coefficient = 0.594 Intensity of the relationship = -0.126	The hypothesis is confirmed, but by increasing justice and accuracy and correctness in work routines and way of conducting affairs, personnel will have more expectation about receiving more salary and benefits for more work in their own imagination, this issue causes a little corruption about distribution of salary, benefits and overtime that those who have more expectation will receive more benefits. So we need more culture making and more training for personnel that working in correct way means spending energy in correct way and preventing wastes.
9	Hypothesis 8: examine the relationship between procedural justice and administrative health of application of human resources subsystems Through the Pearson test	The correlation coefficient = 0.775 Intensity of the relationship= 0.314	The hypothesis is confirmed, by increasing justice and work routines and way of conducting affairs, the process is conducted correctly and as the result organization is managed more correctly and for this purpose we need using more competent personnel for management posts and effective leadership of organization.
10	Hypothesis 9: examine the relationship between procedural justice and administrative health of application of human resources subsystems Through the Pearson test	The correlation coefficient = 0.245 Intensity of the relationship = 0.356	The hypothesis is confirmed, by increase in interactions among personnel and mangers, managers find more belonging feeling to organization and find more sensitivity to entrance and exit of personnel to organization.

11	Hypothesis 10: examine the relationship between procedural justice and administrative health of application of human resources subsystems Through the Pearson test	The correlation coefficient = 0.966 Intensity of the relationship = - 0.102	The hypothesis is confirmed, but by increasing justice in interactions among personnel and managers, a kind of intimate feeling and not feeling need to learn new methods is created and mastery feeling and not need to discussions which are presented in training seminar are created in personnel and so they are formal evidences and documents. In this field we need to justify personnel seriously by managers in order to active participation in seminars.
12	Hypothesis 11: examine the relationship between procedural justice and administrative health of application of human resources subsystems Through the Pearson test	The correlation coefficient = 0.719 Intensity of the relationship = 0.317	The hypothesis is confirmed, by increasing justice interactions among personnel and managers due to this issue that there is justice in face to face mode in organization we will in safety from corruption about distributing salaries and benefits.
13	Hypothesis 12: examine the relationship between procedural justice and administrative health of application of human resources subsystems Through the Pearson test	The correlation coefficient = 0.897 Intensity of the relationship = -0.106	The hypothesis is confirmed, but by increasing justice in interactions among managers and personnel, a type of traditional and vulgar feeling is created in personnel to organization so that they feel there is no need to new management methods and accurate identification of worthy people for management posts that as the result we will cause to a little corruption about human resources management in organization that we need more familiarity with science of human resources management
14	Hypothesis 14: Effect of variable Group (administrative and teaching personnel) on the main variables of the research. Through independent t-test	(Sig) significant level organizational justice= .367 (Sig) significant level administrative health of human resources system= 0.380	Viewpoints of two groups of school and the department to variables of the research are approximately equal because all personnel are in fact training and have attracted as teacher and also due to interactions among personnel, for this reason they have close viewpoints.
15	Hypothesis 14: Effect of sex variable on the main variables of the research. Through independent t-test	The significance level (sig) Justice=0.7 The significance level (sig) administrative health of human resources system = 0.03	Viewpoints of both groups of male and female to variable of organizational justice of the research are approximately equal but viewpoints of two groups of male and female to administrative health of human resources system of the research are not equal.
16	Hypothesis 14: Effect of education variable on the main variables of the research. Through analysis of variance test (ANOVA)	Significance level (F) Organizational justice =1.279 The significance level (F) administrative health of human resources system = 0.621	Viewpoint of 4 educational groups to variables of the research are approximately equal. Due to high interactions of personnel with each other both in school environment and department environment and exchanging ideas, viewpoints gradually become close to each other and has affected some factors such as education and....
17	Hypothesis 14: Effect of Age variable on the main variables of the research. Through analysis of variance test (ANOVA)	Significance level (F) Organizational justice = 0.673 Significant level (F) administrative health of human resources system = 1.219	Viewpoint of 4 age groups to variables of the research are approximately equal. Due to high interactions of personnel with each other both in school environment and department environment and exchanging ideas, viewpoints gradually become close to each other and has affected some factors such as age and....
18	Hypothesis 14: Effect of work experience variable on the main variables of the research. Through analysis of variance test (ANOVA)	Significant level (F) Organizational justice = 2.377 Significant level (F) administrative health of human resources system =1.563	Viewpoints of 4 groups of service years to variables of the research are approximately equal. Due to high interactions of personnel with each other both in school environment and department environment and exchanging ideas, viewpoints gradually become close to each other and has affected some factors such as service years and....

6) Discussion, conclusion and suggestions

This research is trying to evaluate effect of aspects of organizational justice on administrative health of human resources system of Education Organization of Zahedan city. In this regard as it is observed justice and justice-centered in this organization can have administrative health of human resources system. Most of direct relations in testing hypotheses of the research are related to procedural justice and then interactional and eventually distributional; this issue indicates that personnel consider more importance for way of correct executing procedures and processes and correct dividing duties and responsibilities and also interactions full of respect and reverence to personnel. And it is acceptable according to new management theories and hierarchy of Maslow's needs that psychological and spiritual needs are on top of the pyramid. Also the highest intensity of relationship is related to relationship between distributional justice and administrative health of subsystem of improving human resources that shows more effect of distributional justice on making personnel interested in efficient learning. Also due to this issue that most of the personnel have equal resource and are attracted as teacher and also because of high interactions of personnel with each other both in school and work environment and exchanging ideas, viewpoints become more close to each other gradually and has affected most of demographic factors of the research.

And the last point is that according to complexity of human and following that complexity of human resources systems, certainly this completely variable system is not under effect of one factor and is controlled by several inner and outer factors. Therefore due to limited effect of organizational justice on administrative health of human resources system in this research it is expected that some other important factors will exist with factor of organizational justice such as organizational culture, leadership style and evolutionary leadership in organization, organizational trust, type of intelligence, organizational creativity, job satisfaction and etc. that will need more researches. Research suggestions will include following cases: evaluating effective factors on creating organizational justice and strengthening that in organizations, evaluating standards of measuring justice in organizations, comparative comparison of justice-centered status in private and governmental organizations, executing research plans similar to the present research in other organizations, according to importance of issue of human resources and lack of enough researches in this field especially in Iran it is suggested to conduct wider researches and evaluations in this field in governmental organizations of the country which are main custodians of problems of personnel and human resources. More accurate and separate evaluation relation of each one of subsystems of human resources as a research with other variables related to organization according to severe lack of certain human resources researches according to limited effect of organizational justice on creating administrative health of human resources system it is expected some other important factors will exist with factor of organizational justice such as organizational culture, leadership style and evolutionary leadership in organization, organizational trust, types of intelligence, organizational creativity, job satisfaction and etc. so evaluating and studying in order to identify these creating factors of administrative health of human resources will be very useful, executing many researches in line with previous case in order to evaluate each one of identified factors on administrative health of system. Human resources, comparative evaluating effect of different factors on administrative health of human resources system

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