



Investigating the Effect of Organizational Justice, Job Overload and Employee Learning on Productivity of the Organization's Performance by Considering the Job Security and Administrative Bureaucracy (Case Study: Department of Tax Affairs of Tehran City and Province)

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Abstract

In the present era, human resources play a crucial role in the competitive path of organizations, and undoubtedly, a successful organization is one that pays attention to justice, job security, and employee learning to enhance its productivity in his organizations. The purpose of this study is investigating the effect of organizational justice, job overload and employee learning on productivity of the organization's performance by considering the job security and administrative bureaucracy in Department of Tax Affairs of Tehran city and province. The current research is quantitative research and it is for the purpose of investigating the relationships between variables among the descriptive-survey researches of the correlation type. Also, the current research is applied research in terms of its purpose. The statistical population of this research is all the employees, managers and deputies of the tax affairs department of Tehran city and province that the number of them is 6200 people. In this research, in order to determine the number of the studied sample, Cochran's formula was used, and 361 people were selected as a statistical sample for distributing the questionnaire by simple random sampling. The results of the research showed that organizational justice, job overload and employee learning have a significant effect on the productivity of the organization's performance, taking into account job security and administrative bureaucracy in the tax affairs department of Tehran city and province. Also, all false hypotheses were confirmed, except that employee learning has no significant effect on employee job security.

Keywords: *Organizational Justice; Job Overload; Employee Learning; Organizational Performance Productivity; Job Security; Administrative Bureaucracy*

Introduction

Due to the importance of the human factor and his unique role as a designer and executor of systems and organizational processes, and due to the existing social trends, that place greater value on

humans, we have recently witnessed a change in the role of personnel management in organizations (Rowat et al., 2018). Human resources are considered the most important competitive advantage for any organization; therefore, attention to human resource strategy is extremely important, and managers must be aware of how to deal with this strategic factor and learn to make the most effective use of this competitive advantage (Skrit, 2023). Today, organizations are increasingly faced with a dynamic and changing environment and are forced to adapt to environmental factors and conditions. These changes, which are considered paradigm shifts, are incompatible with old assumptions based on traditional bureaucracy in the organization; therefore, organizations must embed adjustments within themselves to achieve productivity. The organizational structure is not just a coordination mechanism; it includes all organizational processes such as patterns of internal organizational relations, communications and authorities, communication channels, determining responsibilities and delegating authority. The organizational structure has various forms, and bureaucratic structure is one of its types (Osipov et al., 2022). Some interpret this process of administrative protocol and procedure as bureaucracy. According to theorists, bureaucracy means administrative government, procedures and formalities which affect efficiency and order in organizations, as well as the concepts of paperwork and observing unnecessary administrative protocols, resulting in inefficiency and stagnation in organizations. According to the principles of bureaucracy, in different organizations, control and evaluation must be carried out with special precision, and the criteria for promotion and reward of employees should be based on results obtained from their final evaluation. In industrial and manufacturing organizations, the nature of how employees work and perform is such that it is possible to observe and control employees' activities, and by setting operational standards, the employee performance can be determined. The growth and development of organizations and consequently society and the country depend on the correct use of human capital. One of the indicators of organizational capability is having loyal and capable human capital. If an organization does not have this competitive advantage, it will certainly not be able to achieve its intended goals. Organizations with loyal employees have strong competitive power and strength. Human resource management strategy is a comprehensive approach to managing employee affairs and achieving organizational performance productivity, which considers aligning human resource strategies with company strategies (Schmitt et al., 2018).

Problem Statement

Nowadays, organizational inefficiency is attributed to the application of bureaucratic rules and principles. Despite the damages caused by bureaucracy as one of the organizational cultures, upper management and organizations still emphasize its implementation. According to administrative bureaucracy principles, the existence of a hierarchical structure regulates organizational activities. The enforcement of rigid and inflexible regulations based on bureaucratic principles causes innovation to be replaced by monotonous activities, promotes conservatism within the organization, and slows down the work pace. Furthermore, the expansion of administrative bureaucracy within organizations harms genuine human values, replacing them with flattery, blind obedience, and cautiousness, thus reducing individuals to mere machines. In practice, bureaucracy has failed to enhance organizational performance productivity and is often associated with excessive paperwork, redundancy, delays, and disrespect towards organizational members (Newman et al., 2022).

Administrative bureaucracy leads to the wastage of human resources and financial assets, increases the volume of archives, necessitates written orders while rejecting verbal instructions, excessively relies on specialization, neglects other positive human traits, and confronts emotional and empathetic individuals through rigid regulations. This causes a lack of responsibility and motivation within the organization. The nature of tax administration work requires specific flexibility, making strict application of bureaucratic principles less effective and constructive. Moreover, bureaucratic instructions and circulars are often repetitive and sometimes contradictory, leading to increased formalities, administrative regulations, and work confusion instead of improving organizational matters.

Researchers believe that while designing and implementing strategies, managers should focus on the internal organizational environment, known as the resource-based view, which improves organizational performance. Fazel (2022) suggests that companies should adopt an employee-centric approach to gain sustainable competitive advantages. The organization's duty is not only to encourage customers to purchase products and pay attention to external stakeholders but also to motivate internal customers to provide efficient services and focus on employees' job security and learning within the organization. Organizations should train and encourage their employees to create organizational justice and be always ready to serve customers, enhancing organizational performance productivity (Wieneke et al., 2019). Professional organizations understand well that the importance of focusing on employees is at least as crucial as focusing on customers, as no organization can promise exceptional products and services to customers and stakeholders if its employees are neither loyal nor properly trained (Huang & Rundle-Thiele, 2015).

In reality, employees are the most valuable assets of any organization, necessary for achieving organizational goals, particularly in service-providing organizations. Human resources are strategic production factors in any organization and crucial to the economic and social development of any country. The value of human resources becomes evident when an organization recruits and retains skilled and committed employees, creating a mutual interest between the organization and its employees, resulting in job security (Liu et al., 2021).

To achieve organizational justice, organizations must undertake appropriate work division because neglecting this can lead to job overload for some employees, thus compromising job security (Adeniji et al., 2023). Focusing on organizational justice is crucial for ensuring employees' job security and enhancing organizational performance productivity (Iglesias et al., 2019). Attention to employees' job security should precede external stakeholders' considerations, as a commitment to providing the best services to external customers is meaningless unless organizational employees are prepared to offer the correct and appropriate services.

The essence of proper customer service is rooted in creating organizational justice, leading to job security among employees. If the mindset that "only paying attention to external customers matters" prevails within an organization, failure is inevitable. However, if the mindset that "focusing on employees who create and deliver value to customers and satisfy them" prevails, the organization is bound to succeed (Jo & Kim, 2022). An organization can only succeed when justice exists across all its units. Inter-unit coordination occurs when organizational employees collaborate fully, demonstrating loyalty to the organization, and senior management fosters an environment of justice and job security (Herr et al., 2018). Employees are sensitive to organizational policies; thus, organizational justice is necessary to foster their commitment, ultimately improving organizational performance (Xu & Li, 2020). Considering the studies and points mentioned, the question arises: Does organizational justice, job overload, and employee learning effect organizational performance productivity, considering job security and administrative bureaucracy in the Tax Administration of Tehran City and Province?

Importance and Necessity of the Research

Employee cooperation within an organization requires loyalty, which in turn necessitates job security, distributive and procedural justice, and organizational programs that benefit employees. Lambert et al. (2019) found that organizational justice in an organization leads to job security. They also demonstrated that organizational justice fosters emotional commitment among employees. Justice, as a fundamental need for collective human life, has always been emphasized throughout history. Today, considering its pervasive role in human social life, the role of justice in organizations has become more prominent. Social science specialists have long recognized the importance of justice as an essential foundation for the effectiveness of actions and functions (Beach et al., 2019).

Such attention to justice in organizations is not unexpected because it is claimed that organizational justice, which reflects how employees are treated, is the primary factor in an organization's health. Before participating in an organization and engaging in the process of providing appropriate services, employees evaluate the organization based on their overall understanding of it; they judge whether the organization intends to involve employees in its benefits or only prioritizes the interests of managers (Yang, 2019).

Bureaucracy in public services and organizations manifests as arbitrariness, procrastination, lack of imagination and initiative, strict adherence to the letter of the law, excessive rigidity, and lack of cooperative spirit. Unnecessary bureaucratic expansion is associated with many undesirable situations, leading to uncontrollable conflicts in administrative work, excessive service costs, and the cancellation of planned projects. Generally, factors such as complex organizational and operational systems, uncontrolled expansion of work, hierarchical dependencies, excessive regulation and ambiguity of instructions, cumbersome procedures and operational systems within organizations, undue interference by political authorities in administrative work, extreme centralization, unequal workload distribution among organizations and within their internal environment, and low employee education levels create undesirable conditions and a vicious cycle in organizations (Osipov et al., 2022). Bureaucracy and paperwork, challenging professional growth conditions, discrimination and injustice, financial abuse and corruption, weak management, centralization, poor work environment conditions, recruitment of inefficient human resources, and job insecurity lead to organizational trauma among employees and reduced organizational performance productivity (Ebrahimipour et al., 2023).

Research Background:

Taherkhani et al., (2023), Investigated the effect of employee learning on job security with the role of commitment and loyalty in the Water and Wastewater Company of Qazvin Province. Found that employee learning influences job security, emotional commitment, normative commitment, and continuous commitment. Job security also effects emotional and normative commitment.

Moreira & Silva (2024), Examined job security and administrative bureaucracy's effect on organizational performance. Concluded that job security and administrative bureaucracy influence organizational performance.

Eslam et al. (2023), Analyzed the relationship between employee learning, commitment, and job security in the service sector. Confirmatory factor analysis and structural equation modeling showed that employee learning indirectly relates to customer job security and employee commitment.

Osipov et al. (2022), Highlighted the painful effects of bureaucratic paperwork in Russian education, emphasizing that bureaucratic procedures hinder educational management progress and are more about ensuring absolute management power than educational goals.

Scherritt et al. (2022), Investigated the effect of administrative bureaucracy on teacher loyalty in English schools. Found that teachers face high pressure from inspectors, low trust, and unstable work conditions, with bureaucracy negatively affecting their loyalty.

Newman et al. (2022), Studied the relationship between administrative bureaucracy and technological advancement, considering job security. Found that bureaucracy, due to inflexibility, often leads to resource wastage, while technological advancements can enhance public sector efficiency without eliminating bureaucratic tendencies.

Hosseini et al. (2022), Explored factors affecting job security and loyalty among employees of Tehran Municipality District 13. Concluded that job security and emotional commitment affect employee loyalty. Employee learning effects job security in the same district.

Alanoglu & Demirtas (2021), Found that teachers perceive the bureaucratic structure of their schools as moderate. The relationship between bureaucratic structure and teacher job security is weak, but it moderately correlates with organizational justice.

Roosbehani et al., (2021), Examined the effect of job overload on organizational justice. Their study was applied research and in terms of method is, descriptive-regression study. survey research involving 400 employees of the Education Department in Kermanshah Province, with a sample size of 77. Results indicated that job overload affects organizational justice, which in turn fosters employee loyalty.

Gouzarzvand et al., (2021), Assessed the relationship between management's commitment to service quality and organizational performance improvement, considering the mediating role of employee job security in Gilan Province banks. Found a significant positive relationship between management commitment to service quality and effective employee participation, which correlates positively with job security and organizational performance.

Hassanpour et al., (2021), Studied the effect of job overload and job dependence on employee performance and organizational productivity. Results showed significant direct effects of both job overload and job dependence on employee performance, organizational commitment, and productivity.

Saatchian et al., (2020), Investigated the relationship between administrative bureaucracy, organizational commitment, and performance improvement in selected federations. Found a positive relationship between administrative bureaucracy and organizational performance improvement but no significant relationship between emotional and continuous organizational commitment with performance improvement.

Yao et al., (2020), Explored the relationship between administrative bureaucracy and organizational performance productivity improvement, considering job security and organizational commitment. Found a significant relationship between bureaucracy and productivity improvement, as well as between job security and organizational commitment, independent of age and gender.

Research Purposes:

Main Purpose:

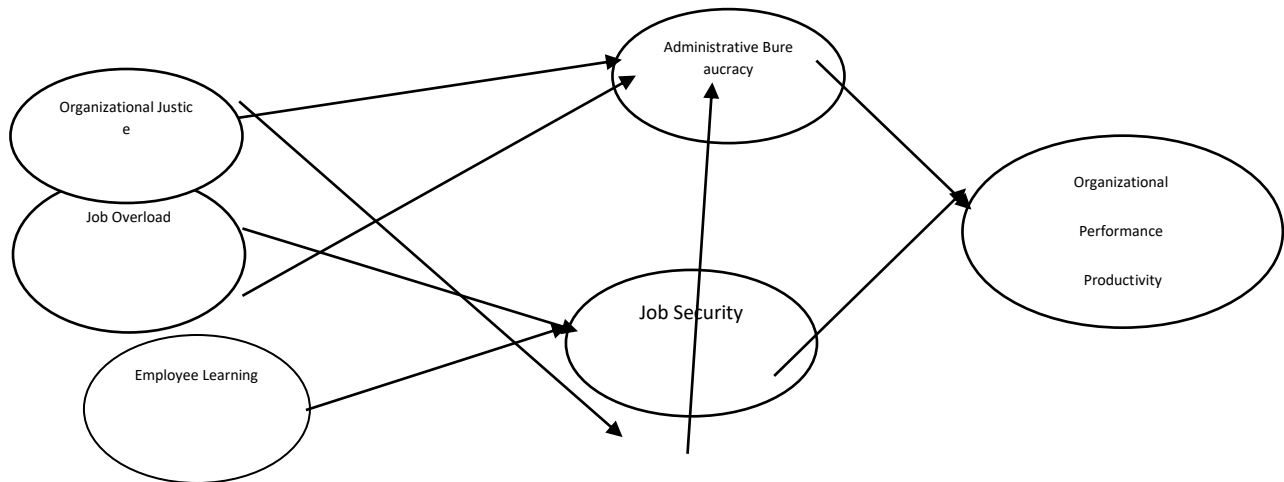
Investigating the effect of Organizational justice, job overload, and employee learning on organizational performance productivity, considering job security and administrative bureaucracy.

Minor-Purposes:

1. Investigating the effect of Organizational justice on employee job security.
2. Investigating the effect of Job overload on employee job security.
3. Investigating the effect of Organizational justice on administrative bureaucracy.
4. Investigating the effect of Job overload on administrative bureaucracy.
5. Investigating the effect of Employee learning on employee job security.
6. Investigating the effect of Employee job security on administrative bureaucracy.
7. Investigating the effect of Employee job security on organizational performance productivity.
8. Investigating the effect of administrative bureaucracy on organizational performance productivity.

Research Model

In this study, the research was conducted based on the following model:



Research Hypotheses

Main Hypothesis:

Organizational justice, job overload, and employee learning have significant effect on organizational performance productivity, considering job security and administrative bureaucracy.

Minor-Hypotheses:

- 1) Organizational justice has a significant effect on employee job security.
- 2) Job overload has a significant effect on employee job security.
- 3) Organizational justice has a significant effect on administrative bureaucracy.
- 4) Job overload has a significant effect on administrative bureaucracy.
- 5) Employee learning has a significant effect on employee job security.
- 6) Employee job security has a significant effect on administrative bureaucracy.
- 7) Employee job security has a significant effect on organizational performance productivity.
- 8) Administrative bureaucracy has a significant effect on organizational performance productivity.

Statistical Population

The population consists of all actual or hypothetical members to whom we wish to generalize the research findings (Delavar, 1999, p. 112). In other words, the statistical population is the number of desired elements that have at least one specific characteristic (Azar & Momeni, 1996, p. 5). The statistical population of this research includes all employees, managers, and assistants of the Tax Administration of Tehran City and Province, totaling 6,200 individuals.

Sample Size Estimation and Sampling Method: In this research, the sample size was determined using Cochran's formula. Given that the total population size is 6,200, a simple random sampling method was employed, resulting in the selection of 361 individuals for questionnaire distribution.

The researcher intends to use Cochran's limited population formula to determine the sample size. Thus, the minimum necessary sample size is:

$$n = \frac{Nz_{\alpha/2}^2 p(1-p)}{(N-1)d^2 + z_{\alpha/2}^2 p(1-p)}$$

$$n = \frac{(6200)(1/96)^2(0/5)(1-0/5)}{(6200)(0/05)^2 + (1/96)^2(0/5)(1-0/5)} = 361$$

Research Method

This research is a quantitative study and is descriptive - survey research of the correlational type. This study in terms of purpose is applied research. These studies investigate the relationships between variables through fieldwork and focusing on determining the relationships between variables and their practical application. Additionally, since the information was collected once to test the hypotheses, this research is cross-sectional in terms of its temporal horizon, known as cross-sectional studies.

Data Collection Tools

The most important data collection tools were questionnaires, interviews, and library research. The research literature and questionnaire preparation relied on library-based information collection methods. In this study, the necessary information for testing the hypotheses was collected using available documents and designed questionnaires. A five-point Likert scale was used in the questionnaire to measure each of the constructs. It is worth mentioning that Lisrel 8.8 and SPSS 20 software were used for statistical tests.

KMO Index and Bartlett's Test

First, we examine the suitability of data for factor analysis. Various methods exist for this, including the KMO test, where values range between 0 and 1. If the KMO value is less than 0.50, the data is unsuitable for factor analysis. If it's between 0.50 and 0.69, factor analysis can be done with caution. A KMO value above 0.70 indicates that the correlations among data are suitable for factor analysis. Additionally, Bartlett's test ensures that the correlation matrix used as the basis for analysis is not zero in the population. By using Bartlett's test, we can confirm sampling adequacy. Given the KMO value of 0.7 and the Bartlett test's significance level (Sig < 0.05), it's clear that the data is suitable for factor analysis. The communality table indicates that the indices are appropriate for the factor analysis process.

Exploratory Factor Analysis of Research Variables

To assess divergent validity, the Kaiser-Meyer-Olkin (KMO) and Bartlett tests were first used to ensure the adequacy of the sample for exploratory factor analysis. The KMO value and the Bartlett sample sphericity significance obtained through SPSS indicated an adequate sample size for factor analysis and the suitability of the data for analysis. To determine the number of research factors, the questions were used in the exploratory factor analysis as detailed below to identify the number of influencing factors using SPSS. This analysis confirmed the research background and the number of influencing factors in each previous study. The influencing factors and the KMO and Bartlett tests are as follows:

Table 1: KMO and Bartlett's Test Results

Kaiser-Meyer-Olkin Index		0.911
Bartlett's Test	Chi-Square	6588.948
	Degrees of Freedom	351
	Significance	0.000

Table 2: Rotated Component Matrix

	Component					
	1	2	3	4	5	6
q1	.149	.352	.305	.613	.072	-.137
q2	.306	.099	-.040	.622	-.231	-.365
q3	.214	.007	-.051	.858	-.019	.062
q4	-.184	-.101	-.338	.694	-.253	-.100
q5	.230	.029	.071	.874	-.167	.215
q6	-.042	.229	.857	-.017	-.225	-.151
q7	.086	-.171	.802	-.327	.074	.104
q8	-.013	.190	.858	.087	.143	.085
q9	.280	-.059	.604	.157	-.291	.039
q10	-.259	.265	.564	-.077	.157	.120
q11	.402	.794	.155	.102	-.180	.248
q12	-.065	.807	.041	-.103	.096	.477
q13	.469	.779	-.251	-.193	-.151	-.130
q14	-.150	.745	.108	-.132	.468	.238
q15	.305	-.165	-.022	.222	-.104	.655
q16	-.073	.221	.064	.141	-.005	.915
q17	.379	-.112	.097	-.042	-.047	.629
q18	.310	.292	.077	.233	.096	.606
q19	.359	-.091	.161	.208	.604	.070
q20	.397	.381	-.010	.141	.636	-.034
q21	-.001	.172	.456	-.083	.736	.338
q22	.341	.122	-.080	.243	.656	-.228
q23	.920	.191	-.067	-.060	.103	-.076
q24	.572	-.050	-.093	-.342	.642	-.035
q25	.725	.022	-.363	-.119	.014	.056
q26	.460	.185	-.044	.076	.209	.626
q27	.836	.081	-.096	-.050	-.219	.288

As observed, six factors were identified in the study, and the questions related to each factor are specified in the above table.

Kolmogorov-Smirnov Test

Additionally, the Kolmogorov-Smirnov test was used to assess the normality of distributions. The table below summarizes the results of the Kolmogorov-Smirnov test. As observed, all variables exhibit normal distributions, as the significance (sig) of all variables is greater than 0.050, meaning the null hypothesis (H0) of data normality is not rejected.

Table 3: Kolmogorov-Smirnov Test Results

Variable	Max Deviation	Max Positive Deviation	Max Negative Deviation	Z-Statistic	Significance level
Organizational Justice	0.366	0.145	-0.366	1.235	0.073
Job Overload	0.178	0.165	-0.107	0.753	0.302
Employee Learning	0.273	0.234	-0.135	1.137	0.216
Administrative Bureaucracy	0.165	0.133	-0.165	0.825	0.202
Employee Job Security	0.162	0.081	-0.162	0.843	0.089
Organizational Performance	0.185	0.082	-0.185	0.986	0.083

Testing the Main Hypotheses by Path Analysis (Structural Model Section)

One of the strongest and most suitable analysis methods in behavioral science research is multivariate analysis. This is because the nature of such topics is multivariate, and they cannot be solved using a bivariate approach (where only one independent variable and one dependent variable are considered each time). Therefore, in this study, structural equation modeling (SEM) and specifically path analysis were used to confirm or reject the hypotheses. Path analysis (structural model) is a technique that simultaneously shows the relationships between research variables (independent, mediating, and dependent). The goal of path analysis is to identify causality (effect) between the variables in the conceptual research model. The figure below presents the structural equation model in the standard estimation state:

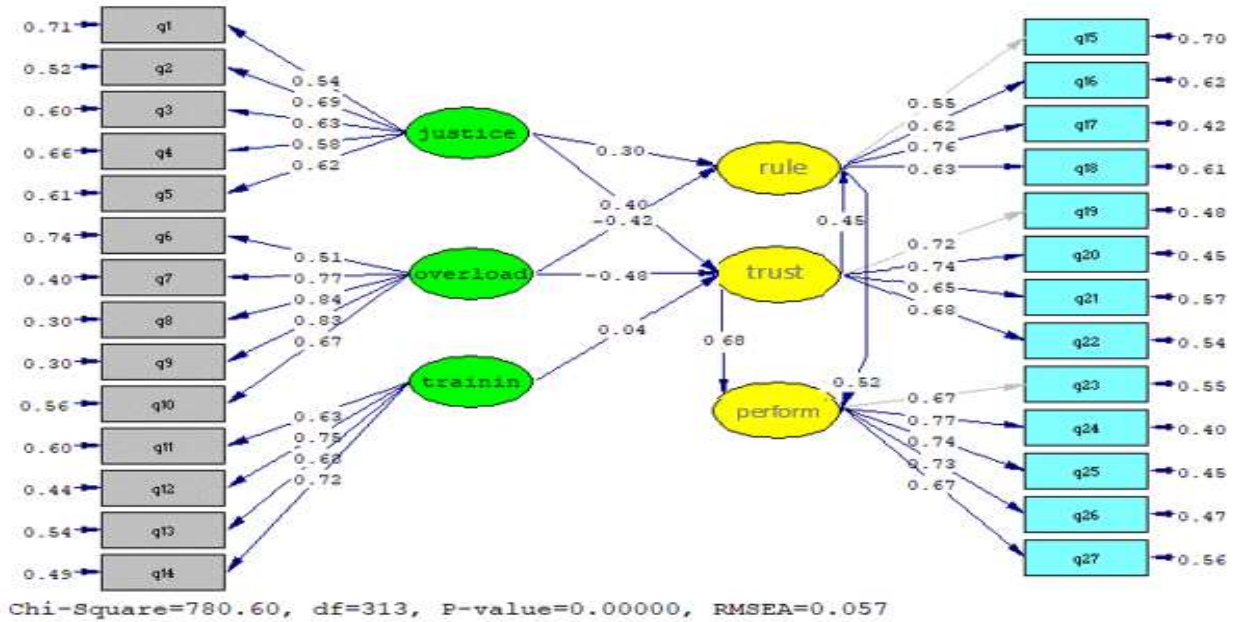


Figure 1: Structural Equation Model in Standard Estimation State

Organizational Justice, Job Overload, and Employee Learning Significantly Effect on Organizational Performance Productivity, by Considering Job Security and Administrative Bureaucracy.

The next output, as shown in the figure below, illustrates the model in the significant coefficients and parameters state. All obtained coefficients are significant since a significance test value greater than 1.96 or less than -1.96 indicates that the relationships are meaningful.

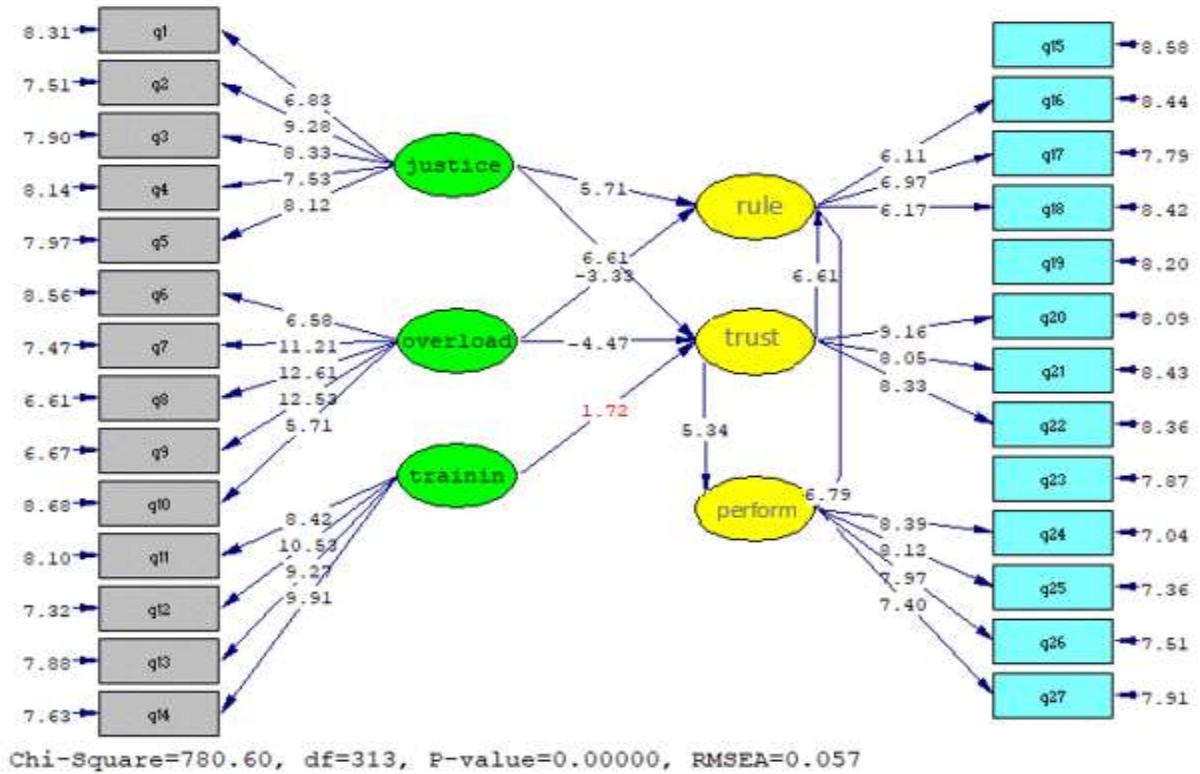


Figure 2: Structural Equation Model in the Significant State

In testing the hypotheses using the structural equation model, firstly, the software output indicates that the fitted structural model is suitable for hypothesis testing. According to the LISREL output, the calculated χ^2 value is 780.60, which, when divided by the degrees of freedom (313), is less than 3. An RMSEA value of 0.057 also indicates a good fit for the structural model. In other words, the observed data largely conforms to the conceptual research model.

Table 4: Evaluation of Hypotheses Rejection or Confirmation

Hypotheses	Path Coefficient	Significance level	Confirmation or Rejection
	0.30	5.71	Confirmed
Organizational justice has a significant effect on employee job security.	-0.42	-3.33	Confirmed
Job overload has a significant effect on employee job security.	0.40	6.61	Confirmed
Organizational justice has a significant effect on administrative bureaucracy	-0.48	-4.47	Confirmed
Job overload has a significant effect on administrative bureaucracy	0.04	1.72	Rejected
Employee learning has a significant effect on employee job security.	0.45	6.61	Confirmed
Employee job security has a significant effect on administrative bureaucracy.	0.52	6.79	Confirmed
Employee job security has a significant effect on organizational performance productivity.	0.68	5.34	Confirmed

The condition for hypothesis confirmation in the significant state: $x > 1.96$ or $x < -1.96$.

Discussion and Conclusion

Based on the findings of this research, we concluded that the presence of administrative bureaucracy in organizations leads to the following issues for employees: weakening organizational structure cohesion, harming and pressuring stakeholder groups, increasing injustice within the organization, undermining the role of training among employees, raising organizational costs, and ultimately reducing organizational performance productivity. Injustice in the organization and job overload, combined with unstable working conditions and bureaucratic paperwork, cause employee burnout and create barriers to organizational management progress.

The consequences of neglecting organizational justice and job overload among employees result in weakened organizational structure cohesion, administrative corruption, discrimination in the employee compensation system, increased organizational centralization, an increase in irrelevant and unreliable information, and poor evaluation of line and staff levels. These issues lead to a lack of coordination between different sections and incomplete performance in each section.

To improve organizational performance productivity, a comprehensive performance evaluation system must be in place, and employee performance must be assessed professionally. Senior and middle managers should utilize their freedom and authority to participate in decision-making with their subordinates to increase employee trust in the organization, leading to intellectual growth and employee creativity, the establishment of a meritocracy system, reduction of organizational discrimination, and increased loyalty and job security.

Creating opportunities for negotiation between senior and middle managers and employees helps increase organizational effectiveness. To achieve organizational justice, the following factors should be considered: equal access to training and learning opportunities, promoting educational justice, decentralizing education, and using advanced managerial approaches. It is essential to prevent gender inequality, ensure job stability, provide fair compensation, balance workload, and offer career advancement. Based on the research findings, we concluded that in the administrative system, the most critical factor in shaping administrative bureaucracy and reducing its extent within the organizational structure, and achieving organizational performance productivity, is focusing on human resource management.

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