

The Role of Organizational Justice in the Employees' Commitment, Job Satisfaction and Performance

¹Omid Derakhshani ²Omar Mahmudi

¹Faculty Member of Payame Noor University, Department of Accounting, Iran

²Master of Business Administration, Payame Noor University, Mariwan Branch, Iran,

Received: March 26, 2015

Accepted: May 17, 2015

ABSTRACT

The aim the present research investigates the relation between organizational justice that includes three dimensions of distributive, procedural and international justice and employees' commitment, job satisfaction and performance. The research methodology is survey and correlative. All employees of Mariwan Education Organization were chosen as the statistical population that 59 persons of them were chosen through Sampling Morgan Table. Four inventories of Niihoof and Mormon's organizational justice, Allen and Meyer' employees' commitment, Visokey and Chrome's JDI job satisfaction and researcher-made employees' performance were used to collect the research data. Experts' view and Cronbach's alpha were used for the validity and reliability of the inventory respectively so that 0.968, 0.958, 0.959 and 0.962 were obtained for the inventories of organizational justice, organizational commitment and employees' performance job satisfaction respectively showing the desirable reliability of the inventory. Research data were analyzed by SPSS17 Software. Statistical methods of Pearson correlation, linear regression and Friedman test were used to analyze the data. The research results showed that organizational justice has a direct and positive relation with employees' commitment, satisfaction and performance. In other words, by reinforcing and considering organizational justice in each three dimensions of distributive, procedural and international, the level of employees' commitment, satisfaction and performance. In addition, it was cleared that distributive justice has the greatest effect on employees' commitment, satisfaction and performance and procedural and international justice are placed in the next classes.

KEYWORDS: Organizational Justice, Employees' Commitment, Job satisfaction, Employees' Performance.

1. INTRODUCTION

Throughout history, one of the human's dreams was doing and administrating justice. In this regard, different human and divine schools and thoughts have suggested different solutions in order to explain and establish it [23]. Justice processes play an important role in organization and how to deal with individuals in organizations may affect employees' beliefs, feelings, attitudes and behavior. Just behavior from organization towards employees generally results in their higher commitment to the organization and citizenship behavior would be their extra-role. On the one hand, individuals who feel injustice more likely would abandon the organization or show lower level of organizational commitment from themselves or even may show abnormal behavior such as revenge. Therefore, how individuals judge about justice in their organization and how they response to the perceived justice or injustice are among crucial issues particularly in understanding organizational behavior [3]. On the other hand, human's behavior in the organization depends on several factors such as individuals' views and attitudes. Among views that are taken into consideration in the organizational behavior, job satisfaction, job dependence and organizational commitment can be mentioned [20]. Injustice can be separate these components from each other and finally remove the bond among these components. According to the relative deprivation theory, when individuals believe that their received amount is not in balance with the obtained amount by other individuals, which are in the similar situation with them, the sense of injustice would be ignited in them. If individuals feel that they have not received a fair share and are lost unjustly in comparison with others, they might challenge the system that has been the cause of such conditions especially in conditions that main needs of an individual or a group are not met or there is a marked difference between wishes and owned ones, the probability of the occurrence of this event is increased. In societies that resources are distributed unjustly, they have been susceptible to social riot. Researches indicate that justice processes play an important role in organizations and how individual are encountered in organizations might affect employees' feelings, attitudes and behavior. In addition, justice feeling in organization directly affects move inclination and service abandon. Furthermore, managers should be able to predict individual' behavior in the organization and make them in accordance with organization's goals in order to form and develop just behavior and justice feeling in employees [8]. Respecting the importance of organizational justice, in this research, we investigate that whether organizational justice can create commitment, satisfaction and performance in employees.

2. Importance and Significance of Research

Organization is a social system its life and stability depends on a strong bond among its components and constituting elements. The understanding of injustice has destructive effects on the spirit of collective work, because it

overshadows the diligence of human force and employees' motivation. Injustice and unfair distribution of organization's achievements and obtained ones, weakens employees' spirit and lower their effort and activity spirit. Thus, observing justice is the secret of survival and stability of the development and progress current of organization and its employees [28]. Organizational justice refers to the employees' perception of fairness and job just behaviour [14]. Organizational justice is extremely important owing to its relation with vital organizational processes such as organizational commitment, citizenship orienting, job satisfaction and performance [6]. Regarding the most important and worthy organizational capital is its human capital and respecting these worthy capitals affects the success or failure of organizations, making attempt in order to develop commitment, satisfaction and performance in employees is a crucial issue that managers should take account of it. Individuals, who feel greater justice in organization, are more faithful to the organization's values and objectives, play role more actively in the organization and abandon the organization and try to find new job opportunities less often. In fact, the understanding of injustice has destructive effects on the spirit of collective work, because it overshadows the diligence of human force and employees' motivation. Injustice and unfair distribution of organization's achievements and obtained ones, weakens employees' spirit and lower their effort and activity spirit. Thus, observing justice is the secret of survival and stability of the development and progress current of organization and its employees.

3. Theoretical Principles

3.1 Organizational Justice

One of the difficulties of the issue of justice is ambiguity in its definitions and senses. Arabic has more than ten synonyms for some words and the word of "justice" requires such synonyms. Therefore, there exist various senses for each aspect of justice that their most important are instalment, intention), endurance middle, destiny, portion, level, equity and so on. The equivalent for justice in French and English is "justice" and in Latin is "justitia" [9]. Oxford dictionary defines justice as the protecting right with exercising of authority and defending rights with determining reward or punishment, but what is closer to our purposes in the definitions of this word is the concept of justice in the sense of equity, fairness, right judgment and so forth. Justice in organization indicates employees' perception of fair encounters in work that resulted in three different components of justice in organization namely distributive justice, procedural justice and international justice that are explained as follows:

3.2 Distributive Justice

Distributive justice is the observed fairness in the results, resources or assignments, which an individual has received from organization [1]. Certainly, distributive justices not limited to the fairness of payments, but it includes a wide series of organizational consequences such as promotions, rewards, punishments, working programs and performance advantages and evaluations, because punishing attempts should be just in comparison with employees' negative behaviour [18]. This kind of justice has various applications in organizational setting and researchers have investigated the relation of this justice with various variables such as work quality and quantity. Owing to the focus of this justice on consequences, it is predicted that this form of justice is mainly relevant with cognitive, emotional and behavioural reactions. Thus, when a particular consequence is perceived unjust, this injustice should affect individual's feelings (angriness, satisfaction and pride or guilt feelings, cognitions (distorted cognition of our or others' inputs and outputs) and finally his behaviour (performance or job abandon) [4].

3.3 Procedural justice

Procedural justice means perceived justice of the process, which is used for determining distribution of rewards [20]. Increasing the perception of procedural justice, employees look at their superiors or organization positively, even if they are dissatisfied with payments, promotions and other personal consequences [20]. The theory of procedural justice is a relatively new solution concerning motivation. The word of "procedure" is used in researches is consisted of a series of successive steps for leading behaviour, judgments in assigning resources. The very fact that individuals are dealt with these procedures judge about their justice [27]. In fact, procedural justice refers to ways that management decisions are made with them. When individuals feel justice that management decisions and procedures are just, compatible, clear, fair and appropriate and considers employees' attitudes and needs [2].

3.4 International Justice

The third kind of justice in organizations is called "international justice". International justice includes a method that organizational justice is transferred to the subordinates by supervisors [30]. This kind of justice is relevant with the aspects of the process of communications such as politeness, truthfulness and respect between sender and receiver of justice. Because international justice is determined by management behaviour, this kind of justice is concerned with cognitive, emotional and behavioural reactions to the management or in other words, the supervisor. Thus, when an employer feel international injustice, in all probability the employer shows a negative reaction to his supervisor instead of his organization. Therefore, it is predicted that the employer would be dissatisfied with his direct supervisor instead of organization and feel lower commitment to the supervisor instead of organization. In addition, his negative attitudes are mainly towards his supervisor and small part of these negative attitudes refers to the organization [4]. Individuals' judgment concerning justice is based on their obtained results or procedure that they encounter with them. In any case, individuals infer justice from the encounter, which they have in their mutual personal relations. This phenomenon is investigated under the title of "international justice" [27].

4. Organizational Commitment

Organizational commitment is a kind of view that shows the employees' interest, attachment and faithful rate towards organization and their inclination to remain in organization. This view can be resulted from individual's inclination, necessity or need. On this basis, organizational commitment includes three components namely affective commitment that is belonging or dependence feeling towards organization and identity feeling with it (inner wish or desire), normative commitment that is faithfulness feeling to organization and moral necessity to stay in organization and settle debts towards it and continuous commitment that is calculating profit and loss and costs of abandoning organization (need to stay in organization) [19]. In other words, affective commitment refers to employees' emotions that are dependent on the organization's objectives and identifiable by it. Affective commitment is resulted from employees' inclination to continue relation. Continuous commitment has an interchange-oriented nature, is calculation-based and refers to the costs related with abandoning the organization. Continuous commitment is resulted from individuals' feeling such as their compulsion to continue their relation owing to high costs of exit such as missing salary, position and seniority) or because there are few employment opportunities in other places. Finally, normative commitment refers to employees' inclination to stay in organization based on the sense of responsibility, fidelity or necessity to settle their debts to organization.

5. Definition of Performance

Holton and Bates (1996) [28] concerning the definition of performance pointed out that the concept of this word is so important that it can be evaluated or managed by defining performance. Performance is a multi-dimensional structure that its evaluation is different depending on the types of factors. In addition, the importance of this issue refers to the goal of evaluating performance or behaviour results. Thus, performance can be considered as the only obtained results. Kane (1996) [28] believes that personally, performance is the record of an individual's successes. In addition, performance is something that individual leaves and is separated from objective. On the other hand, Bernadin (1996) [28] believes that performance should be defined as work results, because results have the strongest relation with organization's strategic objectives, customer's satisfaction and economic roles. Campbel (1996) [28] pointed out that performance is behaviour and results should be distinguished, because systemic factors can deviate results. If performance is defined that includes both behaviour and results, a more comprehensive view is obtained. In a general definition, Brumbrach (1996) [28] pointed out that performance means both behaviour and results. Behavior are resulted from the performer and performance is converted to action from this abstract concept. Behavior are not only tools for results, but are considered in turn result (product of physical and mental effort applied for duties) and they can be judged regardless of results. This definition of performance results in this conclusion that when managing performance of groups and individuals, both input (behaviour) and output (results) should be considered [28].

6. Definition of Job satisfaction

Job satisfaction is individual's view towards job and to put it simply, how individual feels about his job and its different aspects [29]. Individual's general view towards his job is called job satisfaction (Griffin, 2004; Robbins, 2002). Job satisfaction can be defined as desirable or emotional and positive state obtained from evaluating job or job experience [24]. Job satisfaction is a combination of psychological, physical and environmental conditions that makes individual to say he is satisfied with his job [13].

7. Literature Review

Klendauer (2009) [15] in determining the relation between organizational justice and management commitment among 128 managers from 38 companies concluded that although all dimensions of organizational justice are related with managers' commitment, the effect of international justice has been greater than other ones'. Lemons (2001) [17] in one research aiming at studying and determining the role of procedural justice on enhancing decision-making as the predicting variable concluded that the existence of procedural justice in decision-making is effective on employees' organizational commitment. Mossholder and colleagues (1998) [21] showed that perceived organizational justice has a positive relation with organizational commitment, job satisfaction and organizational-civil behavior. Meyer and colleagues (2007) [22] also showed that organizational justice especially international and procedural justice kinds are necessities of organizational commitment. Cropanzano & Folger (1991) [7] pointed out that distributive justice predicts satisfaction from consequences such as right satisfaction, but procedural justice affects individuals' evaluation of organization and supervisors such as supervisor trust and organizational commitment. In addition, if employees perceive organizational procedures justly, probably they would more faithful to organization that this is a sign of organizational justice. Sweeney and McFarlin (1993) [31] suggest that distributive justice predicts the individual-level consequences such as payment satisfaction, while, procedural justice predict organization-level consequences such as organizational commitment. Elovainio (2004) [10] conducted a research concerning the effect of organizational justice on employees' health. This research was of linear types and took two years to be conducted. 2969 Finnish employees in this research were investigated. The results of this research indicated that administrating justice in organization has a significant relation with employees' health and the decrease of job absence due to illness. Among other findings of this research is that creating a healthy organizational atmosphere and increasing organizational justice can result in greater organizational health and decreasing delay and absence. Poursoltani and colleagues (2011) [25] in one research titled "the relation between justice perception and job satisfaction in employees of physical education and sporting sciences research centre of Ministry of Science, Research and Technology", showed that there was a positive and significant relation between organizational justice and job satisfaction. There was no significant relation between age and organizational justice and between age and job satisfaction.

Furthermore, there was no significant difference between perception of organizational justice and job satisfaction on the basis of gender. The results of simple regression analysis indicated that organizational justice could predict job satisfaction. Keshtegar and colleagues (2013) [16] in one paper titled “an investigation of the role of organizational justice on employees’ organizational commitment, case study: governmental organizations of Khoy” concluded that there is a positive and significant relation between organizational justice and its components with organizational commitment. Yar Mohammadian and colleagues (2013) [32] in one paper titled “the relation among organizational justice, job satisfaction, organizational trust and organizational commitment with self-evaluation of organizational elevation to present a predicting model” showed that distributive justice has a direct effect (0.491) and an indirect effect (0.137) with the mediation of organizational commitment on the self-evaluation of organizational elevation. Organization trust also has a direct effect (0.478) and an indirect effect (0.134) with the mediation of self-evaluation of organizational elevation. Finally, trust in colleagues also has a direct effect (0.319) and an indirect effect with the mediation of organizational commitment (0.089). Yagoobi and colleagues (2009) [33] in one paper titled “the relation among organizational justice and job satisfaction as well as organizational commitment in the employees of selected hospitals of Esfahan Medical Science University” concluded that the rate of organizational justice has been greater in private hospitals with a small difference, on the other hand, employees’ job satisfaction in private hospitals has been greater than governmental ones’, but in governmental hospitals, organizational commitment was observed greater than in private ones. Total, there is a significant relation between organizational justice and organizational commitment. In addition, there is a relation between organizational justice and job satisfaction. According to the research theoretical principles and literature review, the following conceptual model forms the research questions.

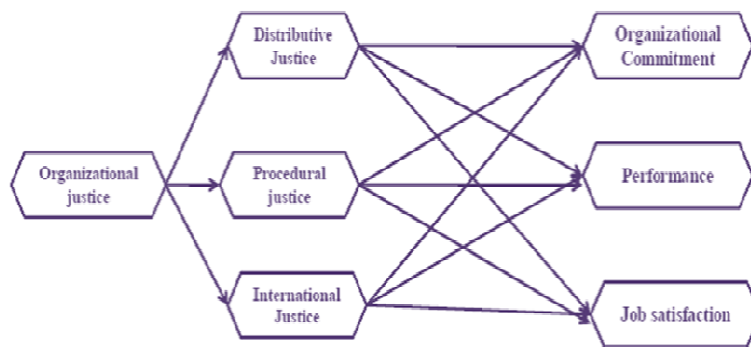


Figure 1: Research Conceptual Model

8. Research Questions

1. Is there a positive correlation between components of organizational justice and employees’ organizational commitment?
2. Is there a positive correlation between components of organizational justice and employees’ performance?
3. Is there a positive correlation between components of organizational justice and employees’ job satisfaction?

9. Methodology

This research is applied, descriptive, survey and cross-sectional in terms of objective, nature, method and data collection respectively. The research period is in the spring of 2014 and the research place is in Mariwan City in Kurdistan. The statistical population of the research is all employees of Education Organization of Mariwan. According to the report of the Education Organization of this city, this organization has 70 employees that 59 persons were selected through Morgan Table as the sample. The inventory was distributed among employees by simple random sampling. The necessary information for conducting this research was collected through two methods:

- Library Method: in this method, books, theses, papers and databases are used to collect information relevant with literature review and research background
- Field Method: in this method, the necessary data were collected using inventory and distributing it in the statistical sample. Inventory of organizational justice made by Nihoof and Mormon (1993) that includes distributive justice, procedural justice and international justice is designed with Likert scale consisting of 1= completely disagree 2= disagree 3= no idea 4= agree 5= completely agree. JDI inventory by Visokey and Chrome is used to determine job satisfaction level. This inventory investigates satisfaction level at five levels of work, supervisor, colleague, promotion and payment that are in two-aspect form. Allen and Meyer’s inventory was used to determine the rate of organizational commitment. Allen and Meyer’s organizational commitment inventory has 24 questions that are based on five-point Likert scale (1= completely disagree 2= disagree 3= no idea 4= agree 5= completely agree) that eight first questions, second eight questions and last eight questions are used to investigate affective commitment, continuous commitment and normative commitment respectively. Researcher-made employees’ performance inventory had 15 questions has five-point Likert scale (1= very little, 2= little, 3= middle, 4= much and 5= very much). It is important to note that some inventory questions were modified according to the research statistical sample. Experts’ view was used to determine the validity of inventories. In addition, Cronbach’s alpha was used for the reliability of research tool that it was 0.968, 0.958, 0.959 and 0.962 for the inventories of organizational justice, organizational commitment, employees’ performance and job satisfaction respectively showing

the good reliability of the inventories. SPSS17 was used to analyze the collected data. Furthermore, Pearson correlation, linear regression and Friedman test were used to analyze the data.

11. Results

First question: Is there a positive correlation between components of organizational justice and employees’ organizational commitment?

Pearson correlation and linear regression were used to investigate the questions in order to examine the effect of variables. As shown in Table 1, significance of all variables are zero and smaller than 5% alpha error level. The correlation of all variables of organizational justice is positive and direct with the variables of organizational commitment that it indicates that organizational justice in the organization results in types of employees’ affective, continuous and normative commitment. On the other hands, R Square with 0.935 and significance level 0.000 shows that 0.935 of variance is significantly explained by predicting variable. In addition, R-value with 0.967 shows the effective role of independent variable in predicting the regression equation.

Table 1: Pearson correlation, linear regression and statistical variables of organizational justice and employees’ commitment

Variables	Affective Commitment	Continuous Commitment	Normative Commitment
Distributive justice	Pearson correlation 0.668 Sig 0.000 number 59	Pearson correlation 0.603 Sig 0.000 number 59	Pearson correlation 0.572 Sig 0.000 number 59
Procedural justice	Pearson correlation 0.877 Sig 0.000 number 59	Pearson correlation 0.814 Sig 0.000 number 59	Pearson correlation 0.911 Sig 0.000 number 59
International justice	Pearson correlation 0.881 Sig 0.000 number 59	Pearson correlation 0.949 Sig 0.000 number 59	Pearson correlation 0.722 Sig 0.000 number 59
Correlation of organizational justice with employees’ organizational commitment	Pearson correlation 0.949 Sig 0.000 number 59		
R	Sig	F	R Square
0.967	0.000	265.042	0.935
Linear equation $Y = .493 + .064 X_1 + .472 X_2 + .326 X_3$			
Organizational Commitment= Y	Distributive Justice= X_1	Procedural justice= X_2	International Justice= X_3

Second question: Is there a positive correlation between components of organizational justice and employees’ performance?

As shown in Table 2, sig of all variables are zero and smaller than 5% alpha error level. The correlation of all variables of organizational justice is positive and direct with the variables of employees’ performance that it indicates that organizational justice in the organization results in the improvement of employees’ performance. On the other hands, R Square with 0.835 and significance level 0.000 shows that 0.835 of variance is significantly explained by predicting variable. In addition, R-value with 0.914 shows the effective role of independent variable in predicting the regression equation.

Table 2: Pearson correlation, linear regression and statistical variables of organizational justice and employees’ performance

Variables	Distributive justice	Procedural justice	International justice
Employees’ performance	Pearson correlation 0.978 Sig 0.000 number 59	Pearson correlation 0.871 Sig 0.000 number 59	Pearson correlation 0.605 Sig 0.000 number 59
Correlation of organizational justice with employees’ performance	Pearson correlation 0.944 Sig 0.000 number 59		
R	Sig	F	R Square
0.914	0.000	288.76	0.835
Linear equation = $.148 + .053 X_1 + .826 X_2 + .053 X_3$			
Employees’ performance= Y	Distributive Justice= X_1	Procedural justice= X_2	International Justice= X_3

Third question: Is there a positive correlation between components of organizational justice and employees’ job satisfaction?

As shown in Table 3, sig of all variables are zero and smaller than 5% alpha error level. The correlation of all variables of organizational justice is positive and direct with the variables of employees’ job satisfaction that it indicates that organizational justice in the organization results in employees’ job satisfaction. On the other hands, R Square with 0.938 and significance level 0.000 shows that 0.938 of variance is significantly explained by predicting variable. In addition, R-value with 0.969 shows the effective role of independent variable in predicting the regression equation.

Table 3: Pearson correlation, linear regression and statistical variables of organizational justice and employees' satisfaction

Variables	Distributive justice	Procedural justice	International justice
Employees' satisfaction	Pearson correlation 0.634 Sig 0.000 number 59	Pearson correlation 0.926 Sig 0.000 number 59	Pearson correlation 0.908 Sig 0.000 number 59
Correlation of organizational justice with employees' satisfaction	Pearson correlation 0.948 Sig 0.000 number 59		
R	Sig	F	R Square
0.969	0.000	279.140	0.938
Linear equation $Y = .045 + .044X_1 + .520X_2 + .412X_3$			
Employees' satisfaction= Y	Distributive Justice= X_1	Procedural justice= X_2	International Justice= X_3

Furthermore, we used Friedman method in order to understand that which part of components of organizational justice has had the greatest effect. Regarding the significance level is greater than 5% alpha error, therefore, there is no marked significance among parts of organizational justice, but score mean showed that distributive justice with the value of 5.57, procedural justice with 2.20 and international justice with 2.10 have the greatest effect on the research variables respectively. Table 4 shows the values.

Table 4: Results of Friedman test

Variables	Score mean and statistical values
Distributive justice	2.57
Procedural justice	2.20
International justice	2.10
N	59
Chi-Square	0.039
Sig	0.491

11. Discussion and Conclusion

Undoubtedly the existence of justice in organization develops programs, improves organizations constantly is considered great power in development and creation of opportunities of organizational elevation. Constant performance improvement and job satisfaction as well as organizational commitment are among factors resulted from organizational justice. Thus, in this research, we investigate that whether organizational justice is related with variables of employees' commitment, job satisfaction and performance or not. In this research, three questions were suggested. In the questions, it was mentioned that is there a positive correlation among components of organizational justice and employees' organizational commitment, job satisfaction and performance. Pearson correlation was used to investigate the questions. The research results showed that organizational justice has a direct and positive relation with employees' commitment, satisfaction and performance. In other words, by reinforcing and considering organizational justice in each three dimensions of distributive, procedural and international, the level of employees' commitment, satisfaction and performance. In addition, it was cleared that distributive justice has the greatest effect on employees' commitment, satisfaction and performance and procedural and international justice are placed in the next classes.

To reinforce organizational justice, organization's manager can obtain more information regarding the three dimensions of organizational justice and employees' perception and attempt to plan future programs by employees' consultation and collaboration, because in the case of employees' dissatisfaction with dimensions of organizational justice, a serious revision should be conducted in the distribution of organizational results, procedures of distribution and the way of managers' communication with employees. Furthermore, it has been observed that many organizations avoid suggesting and implementing the issues of organizational justice. However, at first, the implementation of the issues of organizational justice may have barriers to implement organizational justice, but it would definitely increase employees' commitment, satisfaction and performance. Moreover, to improve employees' performance, satisfaction and commitment, it is necessary to make the factors of organizational justice clear and determined and necessary explanations would be mentioned regarding implementing or not implementing each section. On the other hand, because distributive justice has had the greatest effect of the dimensions of organizational justice on the variables, it is suggested that facilities, salaries, advantages, promotion opportunities, improvement of programs of working life quality, work volume, working responsibilities should be distributed among employees in order to develop perceived distributive justice. Furthermore, to improve procedural justice, managers and supervisors' decisions should be just, non-emotional and unbiased. In addition, employees' views should be used for implementing decisions. To improve international justice in organization, it is suggested that employees should be treated patiently and respectfully concerning their wishes and demands and encountered justly. This issue increases employees' commitment and satisfaction and finally their performance. Furthermore, in cases where decisions are made regarding employees, polls should be conducted for them or make them participated in organization's decisions by their representative and know their views. On the other hand, each part of international justice can be promoted by holding weekly or monthly sessions with the presence of manager and experts. Moreover, employees' commitment, satisfaction and performance can be increased by focusing on motivational factors and educating employees regarding their job.

REFERENCES

1. Afjeh, A.A Philosophical Principles and Leadership theories and organizational behaviour”, Third Edition, Tehran, (2006), SAMT Publications.
2. Armstrong, M., “Performance Management; Basic Strategies and Practical Solutions” (tr.) by Nasir Mirsepasi and Esmail Kavooosi, (2007), Tarmeh Publications.
3. Bos, K.V.,"Fundamental Research by Means of Laboratory Experiments Is Essential For a Better Understanding of Organizational Justice", a Journal of Vocational Behaviour(2001),Vol 58, pp:254-259 .
4. Charash ,V. C& Spector, P.E,"The Role of Justice in Organizations.a Meta- Analysis ”,Organizational Behaviour and Human Decision Processes, (2001),V0l 80,278.
5. Clay-Warner J, Reynolds J, Roman P. Organizational Justice and Job satisfaction: A test of three Competing Models. Social Justice Research .(2005), 18(4): 391-409 .
6. Colquitt, J.A., Conlon, D.E., Wesson, M.J., Porter, C.O.L.H. and Ng, K.Y"Justice at the millennium", a meta-analytic review of 25 years of organizational justice research”, Journal of Applied Psychology, (2002), Vol. 86 No. 3, pp424-45 .
7. Cropanzano, R & Folger, R, ,“Procedural justice and worker motivation.In R.M. Steers & L.W. Porter(Eds.), Motivation and work behaviour(5th.)”, (1991),New York, McGraw Hill.
8. Dehghanian, H., Sabor, E. & Hojati, A.R. “An Examination of the Relation between Components of Organizational Justice and Organizational commitment in an Insurance Company” Insurance Research, (2013), Vol. 28, No. 2, 153-180.
9. EkhvanKazemi, B. Justice in the Islamic Political Thoughts”, (2003),“ Qom, Boostan Ketab Intitues Publication.
10. Elovainio, M.” Job decision attitude, Organizational Justice and Health: Multilevel covariance structure analysis”. Social Science and Medicine; (2004), Vol.5. No.9, pp:59-69 .
11. Farmanifar, A., Hussieni, M.R. & Fathi, S,“An Investigation of the Relation between Organizational Justice and Employees’ Job Satisfaction”, Scientific Research Journal of Military Management, (2013), Vol. 12, No. 46, 65-102.
12. Gregory, M. & Keyyou, G. “Organizational Behaviour”, (Tr.) by Mahdi alvani & Gholamreza Memarzadeh, (2004) Tehran, morevarid Publications,
13. Hoppcock,R “Factors Influences Job Satisfaction of Extension Agents in the Mississippi State University Extension Service(1995).
14. Jex, S.M & Beehr, T.A, "Emerging theoretical and methodological issues in the study of work-related stress", Research in Personnel and Human Resource Management, (1991), 9, 311-365 .
15. Klendauer R. Organizational Justice and Managerial Commitment in Corporate Mergers. Journal of Managerial Psychology (2009),24(1): 29-45.
16. Keshtegar, A.A., Keyvani, SH., dorostkarasl, M. & Keyvani, B. Examining the Role of Organizational Justice in Employees’ Organizational Commitment (case study: Governmental Organizations of Khoy)”, (2013),“Second National conference on Modern Management Sciences.
17. Lemons M “Procedural Justice in Promotion Decision: Using Perceptions of fairness to Build Employee Commitment”.Journal of Managerial Psychology , .(2001) 16(4): 268-80.
18. Lambert, Eric , The impact of organizational justice on correctional staff" , Journal of criminal justice (2003)"vol 31 , issue.
19. Meyer, J. Allen, N “A three-component conceptualization of organizational commitment”, Human Resource Management Review; .(1991), No.1: 61-98 .
20. Robbins, S.P,“Organizational Behaviour”,New Dehli. (2001) ,Prentice Hall, Inc .
21. Mossholder, K. W, Bennett, N & Martin, C. L “A multilevel analysis of procedural justice context”, Journal of Organizational Behaviour,(1998),,19, 131-141.
22. Mayer, D, Nishii, L, Schneider, B & Goldstein, H “The precursors and Products of justice climates" Group leader antecedents and employee attitudinal consequences, Personnel Psychology,(2007),60, 929-963 .

23. Marami, A.R. An Comparative Examination of the concept of Justice (from the viewpoint of Motahari, Shariati and Seyyed Ghotb)", (1998), "Tehran, Markaze Asnad Enghelbe Eslami Publications.
24. Muhammadzadeh Abbasi, M "Organizational Behaviour of exigency View", (1996), Tehran, Allameh Publications.
25. Poursoltani, H., Mirayi, F. & Zareian, H. "The Relation between Justice Perception and Job Satisfaction in the Employees of Physical Education and Sporting Sciences research Center of Ministry of Science", Journal of Contemporary Researches in Sporting Management, Bu-Ali Sina University, (2011), Vol. 1, No. 1, 59-70.
26. Robbins, S. "Organizational Behaviour; First Volume", (tr.) by Ali Parsaeian and Seyyed Muhammad Erabi, (1998) Tehran, Daftare Pezhoheshhay Farhangi Publications, first Edition.
27. Rezayian, A. "Expectation of Justice and Justice in Organization, (2009), Tehran", SAMT Publications, Second Edition.
28. Seyyedjavadin, R. "A. Comprehensive Review on the Basic concepts of the Theories of Management and Organization" (2007), Second Volume, Negah Danesh Printing, Tehran.
29. Seyyedjavadin, R., "Human Resource Management", (2006), Tehran, Tarmeh Publications.
30. Scandura ,T.A, "Rethinking Leader-Member Exchange: an Organizational Justice Perspective", Leadership Quarterly ,(1999).Vol 10, 25-40 .
31. Sweeney, P.D & McFarlin, D.B Workers, "evaluation of the "ends" and "means": An examination of four models of distributive and procedural justice, Organizational Behaviour and Human Decision Processes (1993),,55, 23-40.
32. Yarmuhammadian, M.H. Shafipourmotlagh, F. & Foladvand, M.(2013), "The Relation among Organizational Justice, Job Satisfaction, Organizational Trust and Organizational commitment with Self-evaluation of Organizational Elevation to Present a Predicting model", Journal of New Solution to Educational Management, Vol. 4, No. 13, 1-18.
33. Yaghoobi, M., SaghayanNezhad Esfahani, S., Abolghasemegorgi, H., Norozi, M. & Rezayi, F. "The Relation among Organizational Justice with Job satisfaction and Organizational Commitment in the Employees of the Selected hospitals of Esfahan Medical Sciences University", Research Journal of Health Management, (2009) Vol. 12, Np. 35, 25-32.