

STUDYING THE ROLE OF ORGANIZATIONAL JUSTICE ON ORGANIZATIONAL COMMITMENT IN INDUSTRIAL PARKS COMPANY OF ALBORZ

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ABSTRACT

organizational justice points out the feeling and perception of the fairness and equality in behaviors and communications. Organizational commitment is an important factor to predict the tendency of people respect to organizational survival and avoids waste of money. In this order this study has focused on relationship between organizational justice and organizational commitment in Industrial Parks Company of Alborz .This is descriptive, correlation and applied research. Statistical community includes all staff of Industrial Parks Company of Alborz and sample consisted of 160 people who were selected by convenience sampling, organizational commitment and organizational justice questionnaires were used to analyze the data. The data was analyzed by descriptive and inferential statistical methods including correlation and regression.The results showed a significant positive correlation among organizational justice and in its effects such as distributive, procedural, interactional and institutional justice and organizational commitment. Also in this order and of the sub-components of organizational justice, procedural justice has a significant ability to predict organizational commitment. The findings suggest that there is a positive and significant relationship between organizational justice and organizational commitment and whatever managers have high commitment to organizational justice, consequently organizational commitment of staff will be increased.

KEYWORDS: organizational justice, organizational commitment, staff, Industrial parks

INTRODUCTION

Studying justice in the workplaces has been increased significantly in recent years (Zhang et al., 2011). Researches have shown that justice processes play an important role in the organization and manners to deal people may effect on their beliefs and feelings and attitudes. Because of the extent of the consequences of fairness and justice, the effects of the perception of fairness in organizations have drawn much attention from researchers of human resources, organizational behavior and psychology organizational / industrial (Bish et al., 2009). Organizational justice related to staff's view which whether the organization treats them with justice or not? (Abo iliylanin, 2013). In general, theories and researches about organizational justice are measured in three major methods. The first method is based on distributive justice, second method is based on procedural fairness and the third method is based on interactional justice (Ozgoli, 2011). There is evidence that at least three components of justice are accepted by scholars and researchers. The three dimensions or aspects of justice, interacting with each other, and are perceived as the originator of the total equity in the workplace by the people (Golparvar and Nadi, 2010). Distributive justice refers to the perceived fairness of the organizational consequences (Fort and Sue Lowe, 2008). Procedural justice is concerned to get justice from the methods used to make decisions about the allocation and results (Olson et al., 2006). Communicative justice refers to the quality of interpersonal behaviors which they are felt by every person (Afjeh, 2011).

Organizational justice indicates fair and equality and neutrality treatments of organizations with employees. Researchers suggest that perception of organizational justice affects on intentions to leave and move Staff directly (Seyed Javadin, 2008). Organizational justice consists of three different components that include distributive justice, procedural justice and interactional justice. Distributive justice rooted in Adams's equality idea, concerned the perceived fairness of outcomes and therefore it is considered as a potential factor with important implications in terms of organization. It should be noted that distributive justice is not limited to the fairness of payments, but also a wide range of organizational outcomes, such as promotions, rewards, punishments, work programs, benefits and performance evaluations. Distributive justice refers to views and thoughts of employees and due to wide role of organizations in social life of people, the role of justice is observed in organizations. However, managers in today's organizations can not be indifferent respect to this issue, because justice is considered like other human needs as well. Managers are looking for improvement in the organizations need to create a good understanding of justice for their staff (Carmon et al., 2010). In this regard, the issue of organizational justice and influential factors and output resulting

from it are considered as the focus of this study. In other words, perceptions of organizational justice has a strong relationship with many employees' perceptions of organizational environment; in fact, human resource management activities relate with perceptions of distributive justice and procedural justice, and consequently, the formation of trust in the organization and its management, because of procedural justice in the planning and organizational changes affects on the perceived commitment of the organization employees and as a result, people will trust on management (Cho and Lewis, 2012). When employees believe that practices and policies of the organization are fair and equitable, tend to support more of these practices, in terms of confidence and a higher level of commitment to the organization and accept the organizational decisions, even when they disagree with them (Dekunik, 2010).

A lot of researches on organizational justice focus on the distribution of work-related pay or bonuses. distributive justice is not limited to the fairness of payments, but also a wide range of organizational outcomes (promotion, rewards, punishments, work programs, benefits and performance evaluations, in other words, distributive justice includes a wide range of attitudes and perceived fairness of the distribution and allocation of outcomes and outputs, in comparison with the performance of the employee's earned (Lambert, 2008). Since the early 1980s the issues related to procedural justice were considered. The vision of justice must be defined using fair procedures; the decisions are fair decisions and are the result of fair procedures (Mardani, 2009). Among the principles of procedural justice impartial, voice or opportunity to be heard and participate in the decisions can be mentioned. Then in the early 1990s, the concept of interactional justice was considered by researchers. Interactional justice refers to the quality of interpersonal behavior that a person, before and after the decision is exposed (Cropanzano, 2012).

Considering organizational justice by managers increase employee commitment to the organization, innovation and sustainability in the organization and ultimately the success of the organization and the community will benefit from the organizations and their employees (Alvani and Pourezzat, 2011). Adams insisted on the perceived fairness of outcomes and perception of fair distribution and he called it distributive justice. The study of procedural justice and perceptions of fair indicates its importance (Cropanzano, 2012). Also, due to the undeniable role of organizational commitment of employees in the success of the organization in order to achieve organizational goals, organizations need employees who go beyond their normal duties which are determined to work to pay employees who are willing to accomplish their tasks. There is such a force in every department and organization, while reducing displacement and absence causes a significant increase in performance of the organization, mental freshness of the staffs and manifest better individual and organizational goals (Rop et al., 2014).

Life and stability of the organization as a social system need a strong relation between the elements and components. The perception of unfairness on the part of employees has devastating effects on the spirit of collective work, because affects on manpower and motivation of the employees. Injustice and unfair distribution of achievements and outcomes reduces the spirit of trying to undermine employee morale and their activity and leads staff to become unhappy in their working environment and their quality of working life will be reduced. Based on the results of different researches, organizational justice is positively correlated with organizational citizenship behavior, organizational commitment, trust, higher standards of behavior (Cropanzano et al., 2014) and is related negatively with willingness to leave Staff (Moorman et al., 1991). So, organizational justice is considerable in efficacy and effectiveness of an organization. The main objective of this study is to investigate the role of organizational justice on organizational commitment in Industrial Parks Company of Alborz.

Therefore, completing this study in Industrial Parks Company of Alborz can be applicable to all Industrial towns Companies in identifying effective practices and the development of human resource managers in industry. So following hypotheses are offered:

- 1) There is a significant relationship between organizational justice and organizational commitment of staff of Industrial Parks Company of Alborz.
- 2) There is a significant relationship between distributive justice and organizational commitment of staff of Industrial Parks Company of Alborz.
- 3) There is a significant relationship between procedural justice and organizational commitment of staff of Industrial Parks Company of Alborz.
- 4) There is a significant relationship between interactional justice and organizational commitment of staff of Industrial Parks Company of Alborz.

5) Organizational justice predicts organizational commitment among partners working in Industrial Parks Company of Alborz.

MATERIALS AND METHODS

Method:

The method used in this research is descriptive and correlation and applied kind. Sample includes employees of Industrial Parks Company of Alborz who were employed in 2015. Sampling is "random access". The sample size in this study is 160 employees of Industrial Parks Company of Alborz. After describing the research objectives and the participation and cooperation of staff, they responded to the questionnaires.

To investigate the Organizational Commitment Questionnaire, Organizational Commitment Questionnaire of Allen Meyer and Smith (1993) was used: The questionnaire consists of 24 items describing, in three dimensions, emotional commitment, continuance commitment and normative commitment, each containing 8 questions. Respondent should judge each sentence with what a lot about him is true. To answer, the following rating scale is used: Strongly Disagree (score 1), Disagree (Equivalent to a score 2), having no idea (score 3), agree (score 4) and strongly agree (score 5) are based on the Likert scale (see Appendix A).

Also, in order to test the validity of this scale of different methods such as calculating Cronbach's alpha coefficient was used. In a study in 2009, conducted by Qaderi in Iran, with a focus on procedures, the validity of each of the subscales of the questionnaire obtained and it was found that emotional commitment validity coefficients equal to 77%, the validity of continued commitment 79% and validity normative commitment coefficients equal to 71%. Obtained validity Coefficients obtained with emphasis on the psychometric properties of the questionnaire were satisfactory and placed at an acceptable level. The results of the survey showed that the coefficients of internal reliability of different dimensions (subscales) of organizational commitment are as follow:

Table 1: internal reliability coefficients of Organizational Commitment Questionnaire

Cronbach's alpha coefficient of organizational commitment

Emotional commitment 78%

Continued commitment 8%

Normative commitment 73%

To assess organizational justice Questionnaire (distributive and procedural and interactional), Niehoff and Moorman's questionnaire (1993) was used. This questionnaire will be measured using 20- five-point Likert scale questions (1: strongly disagree to 5: strongly agree) which each of the styles is in a separate category.

Table 1: components and items of the questionnaire

Understudy items	Question number	Number of questions
Distributive justice	1-5	5
procedural justice	6-11	6
interactional justice	12-20	9

In each research, the means of measurement is important. Each means must have necessary validity and reliability until researcher could collect data in accordance with research and to test hypotheses with analyzing data, and to answer the research question.

In this study, to have valid questionnaires, the study of literature, research and specialized books in the field of research and opinions of teachers and advisors and experts as well as possible have been used. The study using content validity and surface validity as well as the understanding of ordinary people in an initial test, the questionnaire was amended. It should be noted that the original and modified questionnaires have been mentioned in the addendum. In this study, to determine the reliability of the questionnaire, the Cronbach's alpha coefficient was used. Cronbach's alpha reliability coefficient is a coefficient which it reflects positive correlation of a collection. Cronbach's alpha is calculated on the average of correlation between the internal questions which a concept can be measured. Whatever Cronbach's alpha be closer to 1, internal consistency reliability of items becomes higher. In this method if Cronbach's alpha be less than 60% its reliability becomes weak. Range 70% is considered acceptable and more than 80% is considered good range (Sekaran, 2009). Cronbach formula is:

$$R_{\alpha} = \frac{j}{j-1} \left[1 - \frac{\sum s_i^2}{s^2} \right]$$

S²: test variance-S_i²: questions variance-J: number of questions

Table 2- Cronbach's alpha for variables

variables	Question number	Number of questions	Cronbach's alpha
Distributive justice	1-5	5	0.725
procedural justice	6-11	6	0.872
interactional justice	12-20	9	0.767

Methods of study so that the questionnaires were distributed among 160 respondents and they responded primarily to questions of age, sex, education, work experience, and then the organizational justice and organizational commitment based on Likert scales. Then data collected in the form of descriptive and inferential statistics were presented using SPSS19 software. To investigate the hypotheses of research, Pearson correlation test and multiple regressions were used.

RESULTS

There is a positive correlation between organizational justice and organizational commitment of staff of Industrial Parks Company of Alborz

H0; p=0 ---- There is no correlation between organizational justice and organizational commitment of staff of Industrial towns

H1; p#0 ---- There is a correlation between organizational justice and organizational commitment of staff of Industrial towns

Table 3 : the results of Pearson correlation test to study relation between organizational justice and organizational commitment of experts

variable	correlation	R ²	Significant level
organizational justice	0.20	0.063	0.0001
organizational commitment			

According to the above table it can be resulted that there is a positive, weak and significant correlation between distributive justice and organizational commitment of staff industrial towns as 20% (0/05> p _p =20%) and H0 is rejected and the opposite hypothesis is confirmed. In other words, there was a significant correlation between these two variables and the research hypothesis is confirmed.

There is a positive correlation between distributive justice and organizational commitment of Industrial Parks Company of Alborz

H0; p=0 ---- There is no correlation between distributive justice and organizational commitment of staff of Industrial towns

H1; p#0 ---- There is a correlation between distributive justice and organizational commitment of staff of Industrial towns

Table 4 : the results of Pearson correlation test to study relation between distributive justice and organizational commitment of experts

variable	correlation	R ²	Significant level
distributive justice	0.25	0.039	0.0001
organizational commitment			

According to the above table it can be resulted that there is a positive, weak and significant correlation between organizational justice and organizational commitment of staff industrial towns as 25% ($0/05 > p_{_p} = 25\%$) and H_0 is rejected and the opposite hypothesis is confirmed. In other words, there was a significant correlation between these two variables and the research hypothesis is confirmed.

There is a positive correlation between procedural justice and organizational commitment of Industrial Parks Company of Alborz

$H_0; p=0$ ---- There is no correlation between procedural justice and organizational commitment of staff of Industrial towns

$H_1; p \neq 0$ ---- There is a correlation between procedural justice and organizational commitment of staff of Industrial towns

Table 5-the results of Pearson correlation test to study relation between procedural justice and organizational commitment of experts

variable	correlation	R ²	Significant level
procedural justice	0.22	0.049	0.0002
organizational commitment			

According to the above table it can be resulted that there is a positive, weak and significant correlation between procedural justice and organizational commitment of staff industrial towns as 22% ($0/05 > p_{_p} = 22\%$) and H_0 is rejected and the opposite hypothesis is confirmed. In other words, there was a significant correlation between these two variables and the research hypothesis is confirmed.

There is a positive correlation between interactional justice and organizational commitment of staff of Industrial towns

$H_0; p=0$ ---- There is no correlation between interactional justice and organizational commitment of staff of Industrial towns

$H_1; p \neq 0$ ---- There is a correlation between interactional justice and organizational commitment of staff of Industrial towns

Table 6 : the results of Pearson correlation test to study relation between interactional justice and organizational commitment of experts

variable	correlation	R ²	Significant level
interactional justice	0.22	0.048	0.0002
organizational commitment			

According to the above table it can be resulted that there is a positive, weak and significant correlation between interactional justice and organizational commitment of staff industrial towns as 22% ($0/05 > p_{_p} = 22\%$) and H_0 is rejected and the opposite hypothesis is confirmed. In other words, there was a significant correlation between these two variables and the research hypothesis is confirmed

Predicting organizational commitment by elements of organizational justice

Table 7: the results of multiple regression to predict organizational commitment

First step	Coefficient a	Non standard Coefficient b	standard Coefficient B	t	Sig	Correlation coefficient square and significant test			
						R	R ²	F	Sig
Procedural justice	2.89	0.09	0.22	3.21	0.002	0.22	0.05	10.31	0.002

Results show that of components of organizational justice only procedural justice predicts organizational commitment in relation 22% with it and determines 5% of changes of organizational commitment which in regarding to F, it is significant.

Nonstandard Prediction Coefficient b and standard Coefficient B of Procedural justice are significant ($0/01 > p_t = 3.21$) and finally:

Organizational commitment = 2.89 + Procedural justice 9%

Organizational commitment Z = Procedural justice Z 22%

DISCUSSION

The first hypothesis

There is a significant relationship between organizational justice and organizational commitment of staff of Industrial Parks Company of Alborz.

The results showed that there is a positive correlation among organizational justice and its sub-components such as distributive justice, procedural, organizational communication and organizational commitment.

These findings are consistent with the findings of Fluger and Coropanzano (1998), Madani and Zahedi (2005), Hossein Zadeh and Naseri (2007), Karash and Spector (2001), Rezaeian (2005), Ghafori (2008), Sayar (2008) Khatibi (2009) about the relationship between organizational commitment and organizational justice and also compatible with researches of Sayar (2008) and Khatibi (2009) about the relationship between distributive justice, procedural justice and interactional justice with normative commitment, as well Along with researches of Sayar (2008) and Spector (2001), based on a positive relationship between distributive justice, procedural justice and interactional justice with the continued commitment and is also in line with Becker and colleagues (2006), Crash and Spector (2006), Cheng and Sharon (2005) and Sayar (2008) that there is a positive relationship between distributive justice, procedural justice and interactional justice with emotional commitment.

Organizational justice has important role in organizational commitment and when employees understand the interactional justice it can affects on organizational commitment, otherwise it shows negative reaction to commitment. Lambert (2003) states that distributive justice and procedural justice affect on organizational commitment significantly, procedural justice because it is confidence in an organization's legitimacy. According to Farmer et al (2003), if staffs see procedures fairly, they are likely to look organization positively and are committed to it. Even if they are unhappy with it, a person may receive what is unhappy but still stay committed to his organization, even though the procedure or reason by which, he receives unfair outcomes are perceived to be fair.

Based on the theory of organizational justice, it can be predicted that staff react in workplace in the presence or absence of organizational justice as Liu and Rapp (2005) have pointed that the rise of belonging and attachment to organization is one of the responses and this means that if employees see that Justice is not executed, they become disappointed and thus to reduce the stress they try to reduce their commitment and attachment and organizational commitment. Conversely, if employees feel there is justice in the workplace, they are motivated to work at their jobs and take more responsibility.

In general, justice integrates people and injustice disintegrates people. Findings show that understanding injustice in organizations creates destructive behaviors and absenteeism and increases resistance to change and reduces the work and quality of life, this is important for organizations such as industrial towns that employees if they have sufficient motivation and adequate support can be associated with them, productivity is increased.

In this order, today's organizations need effective staff to achieve their goals perfectly and in fact effectiveness and efficiency of organizations depend on their human resources' effectiveness and efficiency, hence the move to increase justice and commitment among the staff is one of the main tasks of the organizations and it is essential. In this order, to increase organizational justice of staff, development of accurate job descriptions of staff and determination of the relationship between goals and performance, calculation of salaries and cash and non-cash bonuses and informing the staff about them, determining how employees access to the latest needed Information about the duties and determining the powers and responsibilities of staff to enhance organizational commitment, rewards and recognition to employees, providing opportunities for development, respect and confidence and providing an recommended environment for work and according to the results it can be noted that the organizations can not be survive without justice and observing justice is on the part of the ethical responsibilities of managers.

The second hypothesis

2) There is a significant relationship between distributive justice and organizational commitment in Industrial Parks Company of Alborz.

The results showed that there is a significant positive relationship between distributive justice and organizational commitment, this finding is consistent with researches of Kurman et al (2010), Uvizang, Sung and Peng (2015), Palio and colleagues (2015), Tap et al. (2015), Farjad, Malmir and Taheri (2014), Yaghobi. et al. (2006) and Bafram zadeh. et al. (2010) about the relationship between distributive justice and organizational commitment. Distributive justice has many applications in the enterprise environment and researchers have examined this justice with many variables such as quality and quantity regarding the work. Because this justice focuses on outcomes, it is predicted that this form of justice is mainly related to cognitive, emotional and behavioral reactions. So when a particular outcome, unfairly perceived this injustice affects on one's feelings (such as anger, satisfaction, pride or guilt), cognitive (eg, cognitive distortion of inputs and outputs to themselves or others), and eventually behavior (such as performance or job leave) (Charlsh and Spector, 2001).

The third Hypothesis

3) There is a significant relationship between procedural justice and organizational commitment in Industrial Parks Company of Alborz.

The results showed a positive correlation between procedural justice and organizational commitment, which is consistent with findings of Golnez and colleagues (2013), Heponimy and colleagues (2011), Rop et al. (2014), Golparvar. et al. (2010) based on the positive relationship between procedural justice and organizational commitment.

Due to changes of researches in social psychology, the study of justice in the organizations has been changed from reliance on the results of the allocation of bonuses (distributive justice) to emphasize the processes that cause this allocation (procedural justice) (Charlsh and Spector, 2001) . Procedural justice is the perceived fairness of the process used to determine the distribution of rewards (Robbins, 2008). Here this question is raised that, whether an employee who receives less compensation than others feels of inequality or injustice or does not? According to procedural justice, the answer is yes. This is a clear example: Suppose two employees with the same competence to do the job and responsibilities but one of them, receives some more than other. Payment policies are a lot of legitimate factors such as duration of work, shift work and so on. These two employees are fully aware of the payment policy and equal opportunities. Due to these factors may be one of two employees get more money, however employee may feel less of a desire to pay him, but although the pay is not fair, because the organization has a compensation policy and in a detailed manner and without prejudice and bias is applied. So, payment based on this procedure just may be considered fair even if it is too low. With increased understanding of procedural justice, personnel look at their organizations and superiors positively even if they complain about payment, promotions and other personal consequences (Robbins, 2008).

The fourth hypothesis

4) There is a significant relationship between interactional justice and organizational commitment in Industrial Parks Company of Alborz.

The results showed a positive correlation between interactional justice and organizational commitment in line with the researches of Mamon,, Kamuche and Bakuva (2012), Doknik (2010), Alwani and colleagues (2008), Yaghobi. et al. (2009) based on a positive correlation between interactional justice and organizational commitment.

Interactional justice includes the way that organizational justice is transmitted by supervisors to subordinates (skandora, 1999). This type of justice related to process aspects (such as politeness, honesty and respect) between the sender and receiver of justice. Because interactional justice is determined by management behavior, this type of justice related to cognitive reactions, feelings and behavior to management or the supervisor. So when an employee feels interactional injustice, this employee shows negative reaction to his supervisor instead of the organization. Therefore, it is predicted that the employee is not satisfied with his direct supervisor instead of organization and less committed to his supervisor and his or her organization. Also his predominant negative attitudes towards the head and a small part to organization (the challesh and Spector, 2001).

The fifth hypothesis

5) Organizational justice predicts organizational commitment among partners working in Industrial Parks Company of Alborz.

Results showed that organizational justice has a significant ability to predict organizational commitment and this is in line with researches of Kurman and colleagues (2010), Uyzang, Sung and Peng (2015), Palio and colleagues (2015), Top and colleagues (2015) Mortazavi and Kargozar (2012) based on predicting organizational commitment by organizational justice.

Observing organizational justice by managers, increases employees' commitment to the organization, innovation and sustainability in the organization and ultimately the success of the organization and the community gains benefits from organization and employees. Researches have shown that justice processes play an important role in the organization and manners to deal with people affect on beliefs and feelings and attitudes of people. Because of the extent of the consequences of fairness, studying the effects of the perception of fairness in organizations has drawn much attention of researchers of human resources, organizational behavior and organizational and industrial psychology. Organizational justice refers to views of staff as to whether the organization treats them with justice or not? Generally, theories and researches about organizational justice are measured in three major structures. The first structure based on distributive justice, second structure based on procedural justice and the third one is based on interactional justice. Based on existing evidence, at least three of justices have been accepted on the part of scholars and researchers. The three dimensions or aspects of justice, interacting with each other, create the overall fairness perceived by the people in the workplace.

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