

Examine the Role of Organizational Justice in Improving the Quality of Work Life for Employees of Ministry of Science, Research and Technology

Mina Mahmoudi¹, Jalal Ghorbani², Morteza Javidkar³

¹Graduate Student in Educational Administration, Islamic Azad University of Islamshahr Branch, Iran

²Graduate Student in Educational Administration, Islamic Azad University of Damavand Branch, Iran

³Research Center for Humanities and Cultural Studies, Iran

Received: November 7, 2013

Accepted: April 19, 2014

ABSTRACT

The present study examines the role of organizational justice in improving the quality of work life for employees of Ministry of Science, Research and Technology. Overall goals are examination of the role of organizational justice and improvement of quality of work life of employees. The research population is 800 people and samples are selected 260 employees of Ministry of Science, Research and Technology using Morgan's table. The sampling method is simple random. The library and field method has been used in order to gathering information. The method of this research is practical in terms of purposes, and is field in terms of data collection and in terms of statistical calculations is from type of correlation because survey the relationship between two variables. A questionnaire has been used to get the information from desired population that is a direct method for study. The questionnaire of this study is a researcher made questionnaire. A questionnaire developed with 25 items. The Cronbach's alpha coefficient estimation method used to achieve reliability that the Cronbach's alpha coefficient calculated using SPSS software 85% for organizational justice questionnaire and 87% for quality of work life questionnaire. The descriptive statistics indices and Pearson correlation test method and multivariate regression and one way multivariate variance analysis using SPSS software packet has been used to analyze the data and respond to the basically hypothesis and results showed that there is a significant positive relationship between the organizational justice and the quality of work life indicators for employees of the Ministry of Science, Research and Technology.

KEYWORDS: Organizational Justice, Quality of Work Life of Employees, Distributive Justice, Procedural Justice, Interactional Justice.

1. INTRODUCTION

Life and the continued of any system and social institution depend on the strong bonds between its constituent elements. This link is affected by the degree of justice in the system. Evaluation of individuals' response about what they get in the organization, in contrast to what they provide to organization is the matter a lot of social study in field of justice [1].

Today, employees don't depend on organizations. But in fact these are organizations that depend on their employees [2]. The researches indicate that the justice process plays an important role in the organization and how to deal with people in the organization may be affected beliefs, feelings and attitudes [3]. Studies have shown that the efficiency and effectiveness of each organization depends on how management and its human resources. To enhance the status and prestige of government employees in governmental organizations and institute there is a wide field to satisfy the needs of the staff and manager of organization should be looked for it and attract staff satisfaction. But achieving this goal is difficult because in the understanding the diverse needs of human there is no an objective and evidence filed [4]. Determining managers' power resources are set Dyran [5] and financial performance [6], are among the items that have a significant impact on employee satisfaction.

One of the ways to achieve it is implementation of changes and programs which could lead to employee satisfaction. An activity which is suggested in this regard is the quality of work life. The quality of work life is a concept that is beyond satisfaction. Nowadays, the quality of work life has been boggled as a global concept and often has been used as a solution in the arena of global competition, problems related to complaints of the staff, problems of quality and low levels of productivity [7]. Educational institutions have gradually realized that in complicated and difficult conditions of today, an expert will not be able to meet education increasing needs of their society without having a committed and skilled workforce [8].

The staffs of critical centers such as the Ministry of Science, Research and Technology are as one of the important elements of educational system. This matter was decided to pursue our efforts to investigate the actual conditions related to work and work environment for staff of the Ministry of Science, Researches and Technology.

Problem Statement:

Throughout the history, one of the major aims of human has been justice and realization it in society. In this regard, human and divine various doctrines and ideas have been proposed different solutions to explain and settlement of it. Some experts have called equity theory as theory of justice. Equity theory emphasis that people always evaluate themselves in context of community and in comparison to others and if they feel have been treated them unfairly, are excited to establish justice among themselves. Employees and members of organization compare themselves to others. The employee compare their data rate with efficient than others. If they think the ratio belongs to them is equal to similar individuals ratio, in that case they felt the equity and if the ratios are unequal, then justice is not respected. Justice studies in the organizations have taken their initial data from Adams' researches and concept of equality, in 1965. Extend the theory of justice in 1970 have led to the realm of the study in the name organizational justice [9]. The organizational justice in three dimensions is considerate:

1. Distributive Justice: this is dealing with understanding fairness from outcomes: that is lead to an assessment of individual from fairness that perceives received awards according to their data. Of course, distributive justice is included a punishment. Thus, distributive justice implies on degree of perceived fairness in the allocation and distribution of outcomes within the organization in comparison of the employees' performance and data [10].

2. Procedural Justice: procedural justice is the extent to which rules and procedures specified by the policies in all cases of application that follow equally [11].

3. Interactional justice: it focuses on the people perceive from quality of interpersonal manners during the implementation of procedure. Interactional justice implies on this subject that all the connections and interactions of people on the path to achieve fair results should be fair [12].

Organizations attempt to develop appropriate policies to organize human resources to enable human resources practices link to strategic objectives and organizational goals. Therefore, the organizations began to improve employees' quality of working. Improvement of employees' quality of life plays an important role in furthering culture toward the evolution.

Background:

Recent studies conducted on the topic of organizational justice suggest that there are significant relationship between the monitoring and organizational justice [13], between the organizational justice and job satisfaction and organizational commitment, between job satisfaction and organizational commitment [14-16]. Between job characteristics and dimensions of organizational justice and job alienation [17], between social capital and organizational justice and organizational commitment [18]. Between perceptions of organizational justice and mental health [3], satisfaction in relation to income between perceived organizational justice and organizational commitment [19]. In Silvertorneh's study [20] that performed on the affecting factors such as job satisfaction, organizational commitment and confidence to supervisor on quality of work life of the organization, the role of perception is important, for example job satisfaction and the general attitude of the staff related their job and associated with the individual needs, directly.

According to Adams' equity theory, employees are more satisfied that the ratio between received benefits and the offered help or the ratio of understood their colleagues, be comparable, that is if employees understand to will be treated fairly with them, they likely reciprocate to have positive attitudes toward work, work outcomes and their supervisors and enhance their quality of work life. Shareef Rejinald [21] know aim of the quality of work life to improve health (physical and mental) of staff and the efficiency improvement of organization and believes that with issuing the quality of work life programs in an organization, the fields of motions from a authoritarian culture towards a collaborative culture will be provided. Thibaut and Walker [22] discuss that people understand justice when they have an opportunity to influence on a process that led to the outcome of the decision.[23] have developed concept of procedural justice from process control that is defined by Thibaut and Walker [22]. Evaluation of the studies in quality of work life of employees in government agencies and academic shows has not been done many studies in the field of quality of work life. On the basis of these studies whatever organizational health is more, and then quality of life increases [23].

According to what was said, the study intends to explain the relationship between organizational justice and the quality of work life of employees for Ministry of Science, Research and Technology.

Conceptual model and research hypotheses:**A) Main hypothesis:**

There is a significant positive relationship between the role of organizational justice and improve the quality of work life for employees of Ministry of Science, Research and Technology.

B) Sub-hypothesis:

There is a significant positive relationship between distributive justice and indicators of the quality of work life for employees of Ministry of Science, Research and Technology.

There is a significant positive relationship between procedural justice and indicators of the quality of work life for employees of Ministry of Science, Research and Technology

There is a significant positive relationship between interactional justice and indicators of the quality of work life for employees of Ministry of Science, Research and Technology.

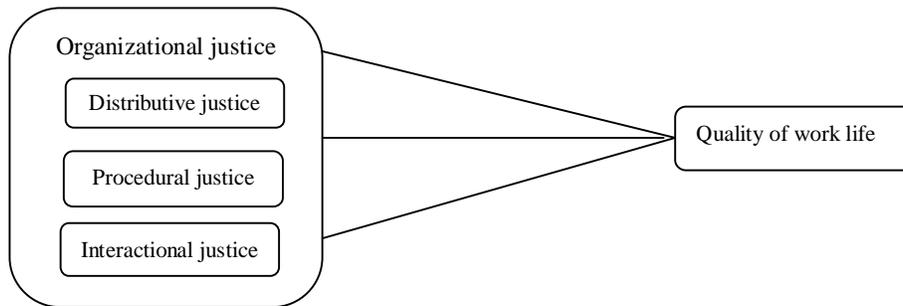


Figure 1. Conceptual model of research

2. MATERIALS AND METHODS

Method:

This study is a survey. In terms of objective this study is practical and in terms of data collection methods is a descriptive study. Population of the study will formed all employees of the Ministry of Science, Research and Technology 800 people.

Sampling method:

Sampling method is simple random that by Cochran formula is chosen the 260 People, 127 men and 133 women will form the samples for this study.

Methods and tools for data collection:

In this study, the library and field method is used to data collection. Library methods: books and scholarly articles and dissertations have been used to gathering information about subject. Field Methods: After preparing the questionnaires and determine the sample size and acquiring the necessary permissions and authorities verification in the desired district, the questionnaires were distributed and data were collected for this study.

Methods and tools of Validity and reliability of data collection:

To get the information of desired population the questionnaire method has been used that is a direct method for this study. The questionnaire for this study is a researcher made questionnaire. The questionnaire composed of two parts that at the first part is the demographic characteristics of respondents were questioned. The second part of the questionnaire has been used to evaluate the quality of work life and organizational justice. In this research, Cronbach's alpha coefficient estimation method used to achieve reliability that the Cronbach's alpha coefficient of questionnaire calculated using SPSS software 85% for organizational justice questionnaire and 87% for quality of work life questionnaire.

Methods of analysis:

In this study in order to describe and analyzes the data and answer the basic hypotheses of the research, addition to use of the indicators of descriptive statistics in the inferential statistics section, Pearson correlation coefficient test method and multi-way analysis of variance and F test (Post hoc Scheffe test) and post hoc LST were applied using SPSS software, and will obtain the components.

3. RESULTS

Describing data:

In this study, 127 male and 133 female formed the population. Most people in the age group of 20-30 years makes up 135 people. 135 people have experience of 5 to 10 years and 196 persons had bachelor education.

Analysis of data:

For Analysis of quality of work life of sample individuals and also organizational justice one-way multivariate analysis of variance was used.

The main hypotheses:

There is a significant positive relationship between the role of organizational justice and improve the quality of work life for employees of Ministry of Science, Research and Technology.

Table 1. Results of the Pearson correlations about original hypothesis

Item		Quality of Work Life
Organizational Justice	r	0.740 **
	Sig	0.000
	N	260

According to the data of above table, because of the value of $R = 0.740$, it is significant at the level of $\alpha = 0.05$ ($p < 0.001$). Therefore, the null hypothesis (no relationship between two variables) is rejected and the research hypothesis (there is a relationship between two variables) is approved. In other words, there is a significant positive relationship between the role of organizational justice and improve the quality of work life for employees of the Ministry of Science, Research and Technology, and this relationship is directly, that is with the increase organizational justice in the organization, quality of work life of samples are enhanced and vice versa with decrease the levels of organizational justice, quality of work life of samples is reduced, too.

Sub-hypothesis:

1. There is a significant positive relationship between distributive justice and indicators of quality of life of work of staff. According to the data of table 2, due to the r value in the relationship between distributive justice and indicators of quality of work life for staff of the Ministry of Science, Research and Technology is significant at level of $\alpha = 0.05$ ($p < 0.001$), so the null hypothesis (no relationship between two variables) is rejected and the research hypothesis (there is a relationship between two variables) is approved. And this relationship is direct. In other words, there is a significant positive relationship between distributive justice and indicators of quality of work life for employee of the Ministry of Science, Research and Technology. It should be noted that in this respect, the highest correlation is between distributive justice and the system of fair and equitable payment with a value of 0.750 and the lowest correlation is between distributive justice and nurturing talent and skills and use them with the value of 0.224.

Table2. Results of the Pearson correlation about first hypothesis

Quality of Work Life		Quality of Work Life
Safe and healthy working conditions	r	0.440 **
Fairly and equitable pay system	r	0.750 **
Job Security	r	0.465 **
Independence and freedom of action in work	r	0.445 **
Relevant and appropriate work life and personal life	r	0.565
Participation in decision-making	r	0.320 **
Cultivating talents and skills and use them	r	0.224 **
occupational importance	r	0.455 **
Social cohesion in the workplace	r	0.396
Knowing how and result do the work	r	0.328

2 - There is a significant and positive correlation between indicators of quality of work life and procedural justice. According to the data of above table, due to the r value in the relationship between procedural justice and indicators of quality of work life for staff of the Ministry of Science, Research and Technology is significant at level of $\alpha = 0.05$ ($p < 0.001$), so the null hypothesis (no relationship between two variables) is rejected and the research hypothesis (there is a relationship between two variables) is approved. And this relationship is direct. In other words, there is a significant positive relationship between procedural justice and indicators of quality of work life for employee of the Ministry of Science, Research and Technology. It should be noted that in this respect, the highest correlation is between procedural justice and the system of fair and equitable payment with a value of 0.670 and the lowest correlation is between distributive justice and nurturing talent and skills and use them with the value of 0.265.

Table3. Results of Pearson correlation coefficient about the second hypothesis

Quality of Work Life		Procedural organizational justice
Safe and healthy working conditions	r	0.430 **
Fairly and equitable pay system	r	0.670 **
Job Security	r	0.415 **
Independence and freedom of action in work	r	0.265 **
Relevant and appropriate work life and personal life	r	0.445 **
Participation in decision-making	r	0.420 **
Cultivating talents and skills and use them	r	0.470 **
occupational importance	r	0.525 **
Social cohesion in the workplace	r	0.501
Knowing how and result do the work	r	0.316**

3. There is a significant and positive relationship between interactional justice and indicators of quality of work life. According to the data of above table, due to the r value in the relationship between interactional justice and indicators of quality of work life for staff of the Ministry of Science, Research and Technology is significant

at level of $\alpha=0.05$ ($p<0.001$), so the null hypothesis (no relationship between two variables) is rejected and the research hypothesis (there is a relationship between two variables) is approved. And this relationship is direct. In other words, there is a significant positive relationship between interactional justice and indicators of quality of work life for employee of the Ministry of Science, Research and Technology. It should be noted that in this respect, the highest correlation is between procedural justice and the system of fair and equitable payment with a value of 0.580 and the lowest correlation is between interactional justice and nurturing talent and skills and use them with the value of 0.305.

Table4. Pearson correlation coefficient of the third hypothesis

Quality of Work Life	Interactional organizational justice	
Safe and healthy working conditions	r	0.480 **
Fairly and equitable pay system	r	0.580 **
Job Security	r	0.455 **
Independence and freedom of action in work	r	0.382 **
Relevant and appropriate work life and personal life	r	0.397 **
Participation in decision-making	r	0.475 **
Cultivating talents and skills and use them	r	0.434 **
occupational importance	r	0.470 **
Social cohesion in the workplace	r	0.496 **
Knowing how and result do the work	r	0.305 **

4. Quality of work life of samples is different according to sex, level of education and type of employment. The data of table shows due to value of F in the discussed components is significant at the level of 0.05, so the quality of work life of samples is different according to education level and type of employment. Also, results of the Scheffe post hoc test (4-6) indicate that the quality of life for individuals with degree less than diploma is lower than bachelor, masters and higher ones.

Table5. Multi-way ANOVA results of the fourth question

Item	Sum of Square	Degrees of freedom	Mean square	F	Significance level
Effect of diffract	170060.005	1	170060.005	1421.5	0.000
Effect of Sex	940.291	1	940.291	7.850	
Effect of education	8031.940	4	2007.985	16.780	
Effect of Employment Type	1100.416	2	550.208	4.598	
Error	30158.500	252	119.677		
Total	210291.152	260			

Table 6. Results of Scheffe Post hoc test in comparing differences in mean quality of work life and education component

I	J	Mean difference (IJ)	Standard deviation	Significance level
The Diploma	Diploma	-14.2255	6.0294	0.139
	Associate Degree	-30.7776 **	6.46972	0.000
	Bachelor	-29.2024	5.4564	0.000
	Masters	-26.5462 *	5.8754	0.000

Finally, results of the Scheffe post hoc test (4-7) show that the quality of life of individuals with type of corporative employment has lower quality than those with the type of contract employment and this also has lower quality than those with the type of employment contractual.

Table 7. Results of the Scheffe post hoc test in comparing the quality of work life in component of the type of employment

I	J	Mean difference (IJ)	Standard deviation	Significance level
Corporative	Contract	-19.6865 *	4.99378	0.000
	Contractual	-27.0053*	5.72573	0.000
Contract	Corporative	19.6867 *	4.99378	0.000
	Contractual	-7.8136 *	2.82633	0.24

5. Individuals' comments are different about distributive organizational justice according to sex, level of education and type of employment. The data of table shows due to value of F in the discussed components is significant at the level of 0.05, so the distributive organizational justice is different according to education level and type of employment. The results of the Scheffe post hoc test (4-9) indicate that distributive justice in view of individuals with the qualification of Bachelor and Masters or higher are better than those with Associate Degrees.

Table 8. Multi-way ANOVA results of the fourth question

Item	Square	Degrees of freedom	Mean square	F	Significance level
Effect of diffract	34288.296	1	34288.296	762.016	0.000
Effect of Sex	421.663	1	431.552	9.666	0.002
effect of education	1038.888	4	259.722	4.609	0.000
Effect of Employment Type	122.553	2	61.2765	1.515	0.222
Error	1211100.302	252	4805.1		
Total	1246971.702	260			

Table 9. Results of Scheffepost hoc test in comparing mean difference of distributive justice in the component of Education level

I	J	Mean difference (IJ)	Standard deviation	Significance level
Diploma	The Diploma	1.1255	3.4176	0.998
	Associate Degree	-1.9941	2.36612	0.968
	Bachelor	-5.7638 *	1.55858	0.004
	Masters	-7.3775 *	1.92284	0.028

Individuals' opinions are different about procedural organizational justice according to level of education and type of employment.

Table 10. Results of multi-way ANOVA about the sixth question

Item	Sum of Square	Degrees of freedom	Mean square	F	Significance level
Effect of diffract	9370.980	1	9370.980	723.522	0.000
Effect of Sex	135.756	1	135.756	10.742	0.001
Effect of education	556.096	4	138.024	10.740	0.000
Effect of Employment Type	122.553	2	61.2765	1.715	0.222
Error	3263.788	252	11.949		
Total	88485.000	260			

The data of table shows due to value of F in the sex and education level components is significant at the level of 0.05, so the procedural justice of sample is different according to education level. Also, the results of the Scheffepost hoc test (4-11) indicate that distributive justice in view of individuals with the qualification of Bachelor and Masters or higher are better than those with Diploma.

Table 11. Results of Scheffepost hoc test in comparing mean difference of procedural justice in the component of Education level

I	J	Mean difference (IJ)	Standard deviation	Significance level
Diploma	Diploma	-4.7782	1.65952	0.083
	Associate Degree	-8.5000 *	1.79813	0.002
	Bachelor	-6.8287 *	1.49156	0.000
	Masters	-5.1744 *	1.63570	0.043

Samples' opinions are different about procedural organizational justice according to level of education and type of employment.

Table 12. Results of multi-way ANOVA about the sixth question

Item	Square	Degrees of freedom	Mean square	F	Significance level
Effect of diffract	100373.758	1	100373.758	216.43	000.
Effect of Sex	843.279	1	843.279	18.345	000.
Effect of education	1766.150	4	441.537	9.566	000.
Effect of Employment Type	778.852	2	388.926	8.436	000.
Error	11632.664	252	46.166		
Total	115394.703	260			

The data of table shows due to value of F in the education level components is significant at the level of 0.05, so the interactional justice of sample is different according to education level. Also, the results of the Scheffe post hoc test (4-13) indicate that distributive justice in view of individuals with the qualification of Bachelor and Masters or higher are more appropriate than those with Diploma.

Finally, results of the Scheffe post hoc test (4-14) showed that individuals' interactional justice with type of corporative employment has lower belief to interactional justice than those with the type of contract employment and this also has lower belief to interactional justice than those with the type of employment contractual.

Table 13. Results of Scheffe post hoc test in comparing mean difference of procedural justice in component of education level

I	J	Mean difference (IJ)	Standard deviation	Significance level
Diploma	Diploma	-10.3343 *	3.12471	0.029
	Associate Degree	11.6668 *	3.39735	0.021
	Bachelor	-10.8383 *	2.81642	0.006
	Masters	6.4233 *	3.8883	0.368

Table 14. Results of Scheffepost hoc test in comparing mean difference of procedural justice in component of employment

I	J	Mean difference (IJ)	Standard deviation	Significance level
Contract	Corporative	-5.3775 *	2.4560	0.091
	Contractual	4.55022 *	1076526	0.039

CONCLUSION

In this research the main hypothesis of the study titled "There is a significant correlation between the role of organizational justice in improving the quality of work life of employees of the Ministry of Science, Research and technology" Pearson's correlation coefficient was used and results showed that there is a significant positive relationship between organizational justice and employees' quality of work life and a great organizational justice is accompany with the quality of life work.

In Silvertorneh's study [20] that performed on the affecting factors such as job satisfaction, organizational commitment and confidence to supervisor on quality of work life of the organization, the role of perception is important, for example job satisfaction and the general attitude of the staff related their job and associated with the individual needs, directly, and so results of the present study is consistent with this research.

First hypothesis:

Sub hypothesis of research also examined respectively that there is a significant and positive relationship between distributive justice and indicators of quality of work life, and the correlation coefficient has used to examine the hypothesis. With enhancing the organizational justice in the organization in sub component of distributive justice, is added to quality of work life of the sample, in components such as independence, freedom in work, relevant and appropriate work life and personal life, participation and decision-making, cultivating talents and skills. Vice versa with the decline of distributive justice will be reduced indicators of quality of work life. According to Adams' equity theory, employees are more satisfied that the ratio between received benefits and the offered help or the ratio of understood their colleagues, be comparable, that is if employees understand to will be treated fairly with them, they likely reciprocate to have positive attitudes toward work, work outcomes and their supervisors and enhance their quality of work life. Therefore, result of this hypothesis is emphasized by the results of Adam's study.

The second hypothesis:

There is a significant and positive relationship between procedural justice and indicators of quality of work life, and the correlation coefficient has used to examine the hypothesis. With enhancing the organizational justice in the organization in sub component of procedural justice, is added to quality of work life of the sample, in components such as working conditions, health and safety, fair payment system, job security, independence and freedom action in work, relevant and appropriate work life and personal life, cultivating talents and skills, too, andvice versa with the decline of procedural justice will be reduced indicators of quality of work life.

Third hypothesis:

There is a significant and positive relationship between procedural justice and indicators of quality of work life, and the correlation coefficient has used to examine the hypothesis. With enhancing the organizational justice in the organization in sub component of procedural justice, is added to quality of work life of the sample, in components such as working conditions, health and safety, fair payment system, job security, independence and freedom action in work, relevant and appropriate work life and personal life, cultivating talents and skills, too, and vice versa with the decline of procedural justice will be reduced indicators of quality of work life.

Morisin [24] showed a positive relationship between interactional justice and trust to supervisor and empowerment. Interactional justice, affect trust to supervisor and trust to supervisor is concerned with all aspects of the quality of working life.

The fourth hypothesis:

Quality of work life for individuals in the sample is different according to education level and type of employment. Results of multivariate analysis showed that the quality of work life for individuals in the sample according to level of education and type of employment are different.

The fifth hypothesis:

The fifth hypothesis compared organizational distributive justice according to gender, educational level and type of employment of them that the results showed that the samples' distributive justice is deferent according to level of education.

The sixth hypothesis:

The samples' opinion about procedural justice is deferent according to level of education.

The seventh hypothesis:

The samples' opinion about interactional justice is deferent according to level of education, and men's opinion about interactional justice in organization has been more favorable.

Given that in the present study, is emphasized on effects of each of three dimensions of perception of organizational justice in the promotion of quality of work life, in the following are examined proposals, separately.

1. According to approval the perception hypothesis of distributive justice promotion of the quality of work life is proposed according to the fact that distributive justice is not limited to the fairness of payments and is included a broad set of organizational outcomes such as promotion, performance evaluation, education system and other benefits, managers should take note that all these outcomes be proportionate with individuals' responsibilities and performance, while non-compliance of this subject leads to loss of participation and confidence and quality of work life in the organization.

2. According to approval the perception hypothesis of procedural justice promotion of the quality of work life is proposed to apply the criteria and procedures for the allocation of salary and benefits equally to all organizational individuals and these procedures be based on the moral standards and based on exact information and the employee is allowed to express their opinions before making a decision about the procedures and also affect on procedures.

3. According to approval the perception hypothesis of procedural justice promotion of the quality of work life is proposed managers and supervisors during interpersonal and interactional behaviors with employees behave them with respect and affability and be respected their opinions.

It is proposing to be deeper study of quality of work life and in this filed to obtain new hypotheses are proposed qualitative methods based on theory of research. The use of new method sin this case cannot be ineffective. Also, survey of organizational justice and organizational quality of work life in other service and manufacturing organizations causes to increase the generalizability power of the results obtained of this work the, and to perform the management studies by the annual referendum can be reviewed the ministry performance, monophonic.

REFERENCES

1. Poorezzat, A.A., 2006. Designing system policy for realization of social justice based on Allavi'sright-oriented theocracy ", Ph.D. Dissertation, University of TarbiatModares.
2. Drucker, P. 1996. Managing in the Next society, translation: G. Khanqayy publications, call 65-60.
3. Yaghoubi, N. M. and colleagues 2013. Examine the relationship between perceptions of organizational justice and mental health, Quarterly journal of Zabol University of Medical Sciences and Health Services, Issue 2,Page 32
4. Ta'ali, H. 1995. A survey of the quality of work life effects on employees' productivity of the banks of country," Master's thesis, University of AllamehTabatabai, School of Management.
5. Azizi, B. et al. 2009. Managers' power resource determination of the physical education organization and its correlation with the level of fitness and employees' satisfaction", Quarterly journal of Sport Management, No. 3.88.
6. Rouhi H and Azar, 2010. Evaluate the effectiveness of the management style of local centers of Tehran Contacts
7. Rastgari, H.A., 1999. Examination of the quality of work life effects on Employee Performance in Najaf Abad Health Network," Master's thesis, School of Public Administration, Center for Public Education
8. Rezaeian, A., 2005. Waiting for justice and justice in organizations," advanced management of the organizational behavior, Samt Publications, Tehran, first edition.
9. Ghorbani, M., 2011. Organizational justice and organizational commitment", Journal of Industry and Entrepreneurship, No. 22 and 23.
10. Kaviani, A., 2009. The relationship between organizational justice and organizational commitment of the Chamber of Commerce , Industries and Mines of Iran, "Tehran: Thesis MA ,
11. Askermern, P. 2002. What we really know about our abilities and our knowledge. Personality and Individual Differences, 33/4, 587-605.
12. Pourezzat A, Gholipour M, 2009. Reflecting the development of social capital in light of organizational justice organization General.
13. Hasan, M. and Karimi H., 2013. Examination of the relationship between monitoring with perceived organizational justice and organizational citizenship behavior of medical cadre of Imam Reza hospital, Uremia, Journal of Nursing and Midwifery of Uremia, Year XI, No. 10,

14. Ghanbari, S. and Hejari, N.2013. The relationship between perceived organizational justice and job satisfaction and organizational commitment of teachers in public secondary schools in Hamadan, Occupational and Organizational Council, No. 16, Pp. 9-27
15. Ghafouri and Golparvar, 2009. Examine the relationship between organizational justice and organizational commitment instantaneous component of Municipality employees, Journal of Studies. 139-148, (4) psychological 5.
16. Eraghi H, 1998. Exploring the relationship between job satisfaction and organizational commitment of employees Ahvaz Steel Complex, master's thesis, unpublished, College of Administrative Sciences and Economics, University of Isfahan.
17. Sharafi, L., et al. 2013. Relationship between job characteristics and aspects of the organizational justice and job alienation, Quarterly journal of Knowledge & Research in Applied Psychology, No. 53, Pp. 51-59
18. Nadi et al, 2013. The role of training in organizational justice to increase citizenship behavior and organizational managers Practical recommendations
19. Arshadi N. and Hayati, D.2013. The satisfaction mediating role of income in relationship between perceived organizational justice and organizational commitment, Journal of Psychological Research, No. 31.
20. Silverthorne, C. 2004. The impact of organizational culture and person organizational fit on organizational commitment, and satisfaction in Taiwan, The leadership and development journal, vol.25, no.7, pp. 592-599.
21. Shareef R., 1999. Rethinking Leader-Member Exchange: An Organizational Justice Perspective, Leadership Quarterly, 10, pp. 25-40.
22. Thibaut and Walker 1959. Links Between justice, satisfaction and performance in the workplace, journal of management development, vol.26, no.4.pp.294-306
23. Londalet al, 1980. The role of social capital in development Amydhav difficulties, Issue research, training, information, ideas Sadiq, 11 and 12, Summer and Fall 82.
24. Morrison, E.W. 1996. What enhances or inhibits learning a new job? A basic career issue", Journal of Applied Psychology, Vol. 77, Pp. 926-40.