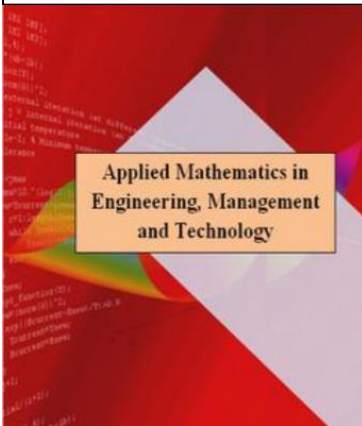


Impact of Organizational Justice on Organizational Commitment. Case study: Social Security Organization of Tehran Province

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Abstract

Organizational justice has widely focused on by management, applied psychology and organizational behavior. It is a topic which is invoked when defining role of 'fairness' within an organization. since it influences occupational vision and organizational behavior, employees take interest in matters which have bearings on it. In a general sense, 'organizational commitment' refers to the extent by which an employee is accepted within organization and they think of their roles as in consistence with organization's values and objectives.

Methodology: this study is applied in terms of objective which uses descriptive-correlation method. For gathering data, it utilizes organizational justice standardized questionnaire (Neihof and Morman, 1993) and organizational commitment questionnaire (Allen and Mayer, 1990). To analyze data, SPSS software and correlation test as well as regression with significant ness of less than 0.05 is used. Statistical

population contain employees of Social Security Organization of Tehran Province.

Findings: analysis of data reveals that there is a positive and significant relationship between organizational commitment and correlation (0.743). Such relationship does exist between all aspects of organizational justice including distributive justice (0.587), procedural justice (0.421) and interactive justice (0.498) with organizational commitment.

Conclusion: organizations ought to encourage their employees to participate in organizational commitment and perceived justice in favor of achieving it. Justice is a managerial means and managers must take decisions that help justice be perceived more by employees in order that organizational commitment can improve within organization.

Keywords: organizational commitment, organizational justice, Department General of Treatment of Social Security Organization of Tehran Province, employees.

Introduction

So much focus has been directed toward 'justice' as an outstanding structure and as a research subject in organizational and industrial psychology during the recent decade. Organizational justice refers to fair and moral behavior of individual within an organization. Fair behavior is something that every employee who has invested his/her time and abilities in organization do expect. When individuals are treated fairly it can increase their sense of commitment; while injustice can act as a diversifying force among individuals. According to the outcome of many studies, it seems that organizational justice is a decisive factor determining occupational implications such as job satisfaction, organizational commitment and organizational member behaviors which can all influence overall performance of the organization (Pour Ezzat, 2002).

Researchers suggest that justice processes play notable role within organization. How employees are treated can influence their believes, feelings, vision and behavior. When organization treats them fairly it can encourage sense of commitment in them towards organization and beyond-role citizenship behavior. On the other side, those who feel organization treats them unfairly they are more likely to leave it or express low-level sense of commitment or even they may make up their minds to take revenge by certain abnormal behaviors. Hence, it is vital for understanding of organizational behavior to get an insight into just how individuals judge the justice within their organization and how they react to the perceived justice/injustice (Boss, 2012). Establishing justice in society has long been a dream for humans along history and they have introduced and suggested great many schools of thoughts and solutions ranging from rational to heavenly solutions to achieve it.

More Details of the Problem:

Research suggests that loyal and interested employees have better record of occupational performance. They have stronger desire to survive in organization; they may hardly be absent from work; they have notably passionate for work and they express more adjustment with organization. A typical organization can take advantage of such organizational commitment in its employees and the factors influencing it including organizational justice to realize organizational objectives (Pourezza, 2002). New research in this side of management career indicates that employees are facing two authorities in respect of organizational justice: the most evident authority is their supervisor or manager who have complete control over their workers. Such manager/supervisor has direct influence over payments that organization makes to employees and also the promotion opportunities it offers to them. The second authority is the whole organization to which employees tend to ascribe justice or injustice that they percept. Although this second authority may seem less evident but it is important in its turn. Most of the time, employees tend to regard their organization as an independent social factor which is or is not able to establish justice. For instance, when organization breaches the provisions set forth in labor contract, employee tends to react. Therefore, as research suggests, employees makes distinction between discrimination of their manager/supervisor and discrimination of organization (Rupp & Cropanzano, 2011).

When employees are committed to organization they may hardly be absent from work or to be late; instead they are passionate to do things better and help organization to achieve its goals. It, in turn, paves the way for excellent behaviors to be expressed inside organization. but when employees do not sense a good commitment in them towards organization, they incur negative implications for it including great tendency to leave workplace, repeated absence from work, being reluctant for staying with organization, not trying to attract customers confidence and earning less than expected. Thus, commitment to organization by employees is of outstanding importance. Organizational commitment forms a most fundamental aspect of every organization with huge implications over its performance. That is why researchers have always be mindful of it within the task of management (Saroughi, 2012).

The notable position of social security organizations in growth and development of countries has given them a high rank nowadays. it can, from one hand, lead the society towards improvement and development but it, from other hand, puts a double pressure on the employees working for such organizations compelling them to have higher expectations.

As a result of such role and pressures, the employees are the first and foremost to be challenged and affected. It can exert negative influence on their occupational and psychological performance. Organizational justice is a means that helps employees overcome challenges and psychological pressures in favor of doing their jobs well. Such effect is due to the fact that organizational justice can ease occupational stress. This study shows that this topic has not been well focused in Social Security Organization of Tehran Province. Taking these matters into account and considering the role of organizational justice on organizational commitment, this study seeks to put an answer to this question: is there a link between organizational justice and organizational commitment in Social Security Organization of Tehran Province?

Organizational justice

Organizational justice can be divided into three categories:

A. distributional justice

Studies show that employees expect either to be rewarded fairly in lieu of the good things they do or be rewarded no less than their peers at least. According to equality theory-introduced by J STC Adams near forty years ago- employees expect their rate of inputs (efforts) to their outputs (rewards) be similar to the rates of their peers. It is quite normal that when they discover they are not been treated as equal to others they start to react or to fix it by certain abnormal behaviors such as poor performance in work and as organizational citizens or even they may tend to resign- if worst cases. It can be said that equality theory refers to the perceived justice about the reward obtained. Put it simply, distributive justice puts more stress on distribution of rewards. This form of justice has more applicability to organizational settings and authors have studies its bearings on different variables such as quality and quantity so far.

When an unjust implication is perceived, certain personal emotions and feelings are provoked including anger, satisfaction, pride, sinfulness, performance and eventually leaving organization.

B. Procedural Justice

In some particular circumstances, merely stressing on rewards may not work. It gives rise to procedural justice. A question raises here: is it likely that an employee who receives less than his peers perceive that it has been quite fair and just?

From distributive justice perspective, the answer is 'no', but studies suggest to the contrary: sometimes the answer may be 'yes'. Those who believe the answer may be 'yes' explain it by putting forward a new form of justice entitled 'procedural justice'. Let's have an example to understand this point better: assume that for one single work we have two similar employees with the same capabilities, but they are rewarded differently because of their different job considerations such as shifts, workplace, work time etc. it does not lead employees to feel injustice or discrimination. When procedural justice is perceived well by employees, they start to look at their superior managers and supervisors with positive stare and will percept it as quire just and fair.

In such circumstances, Lontal's six-case laws are underlined:

- 1- Stability law: it implies that procedures remain the same for all in time.
- 2- no prejudice and hostility law: it suggests a state in which one must avoid preferring personal advantage and letting prejudice against others
- 3- Accuracy law: it refers that how important can the accuracy of information befor rewarding.
- 4- Adjustability law: it means that there is always an occasion for every mistake (unjust decision) to be corrected
- 5- Representation law: it shows that in rewarding, a holistic vision is needed.
- 6- Morality law: it means all rewards must be granted in conformity with well-established moral, humanistic and common sense criteria.

C. Interactive Justice

Interactive justice is another form of justice in which justice is observed by superior managers towards employees and workers. This form of justice has bearings on mutual communications and mutual behaviors such as politeness, courtesy, honest and mutual respect.

So, interactive justice can be measured on the basis of manger's behaviors. If manager fails to provide such a justice, employees start to feel dissatisfaction towards superiors and little by little it begins to create a negative attitude in them towards the entire organization.

Morman Believes that all the three forms of justice [distributive, procedural and interactive] are interconnected and each covers particular side of the organizational justice. in other words, organizational justice can be depicted as a triangle of the above-mentioned three forms of justice (Boss, 2012).

Organizational commitment

salancik (1977) identifies 'commitment' as a state in which one may do some actions that lead him to discover that it would be better to continue the actions and his participation.

Buchanan (1974) defines 'commitment' as a sense of attachment and zeal towards goals and values of the organization, towards his role in connection with values and goals, separate from instrumental value (Khanifar et al, 2009).

Lotanse (1974) believes that organizational commitment can, as a vision, be defined as:

- Passion to survive in organization
- Tendency to make huge efforts for organization
- Strong believe in being in conformity with organization's values and objectives

Other definitions of this concept include:

- a. Acting in a way that is highly effective for team (Conter, 1986)
- b. Process that integrates organizational goals and personal goal in perfect manner (Hall & Smith 2005)
- c. Continued link between profits and gains with life expense (Conter, 1986)
- d. Interaction between personal and organizational interests (Rezaeian, 2012)
- e. Employee's commitment to stay and cooperate with organization in favor of achieving more satisfaction in the years ahead (Lotans)

Organizational commitment is an occupational vision that it is created when a member equals organizational goals to his himself and wishes to stay with organization to see organizational goals are realized perfectly (Robins, 2012).

Organizational commitment is a perspective which mirrors how great sense of belonging is felt by employee towards organization (Griffin and Morhead, 2010).

Sommers (1995) believes that organizational commitment is employee's passion towards organization which can be measured by the extent an employee feels it towards organization; identifies himself as equal to it and his efforts for it (Saatchi, 2012).

Organizational commitment is a psychological state that expresses desire, need, requirement of an employee to stay with organization. Job satisfaction is defined as an extent to which an employee likes or dislikes his job (Mesdaghrad et al., 2008).

A look into trend of studies over organizational commitment over time reveals that this has developed notably in recent decade for which great variety of definitions have been provide by scholars and professionals. Organizational commitment, as a dependent variable, shows a force that binds the employee to organization and drives him continue his efforts with pleasure to help organization achieve its goals (Mayer and Herscovitsch, 2001).

All these definition share one point in common: it is a psychological state which refers to employee's relationship with organization and implies the likelihood of employee's survival or severance (Saroughi, 2012).

Organizational commitment is a momentous occupational and organizational vision which has been focused by many authors and scholars during past few years. recent developments in businesses and the huge trend to downsizing and merging has compelled some authors to comment that the organizational commitment begins to be less effective on some important managerial variables such as severance, absence from work and performance.

Since some studies demonstrate that employee's behavior in organization can be an outcome of their vision, it seems vital for managers to try to know them. Nevertheless, it must be admitted that getting to know all visions in organization may not be worthwhile and privilege and it is that mangers be interested to know all visions.

As was just mentioned, organizational commitment is an effective factor on employees' organizational behavior and their productivity. It is the outcome of their positive/negative vision towards organization for which they work. An employee with a sense of commitment to organization feels a great sense of loyalty to it as well.

Justice has long been a notable issue for scholars of different tendencies and everybody has provided his own definition of it over time. It seems that they all share one thing in common in their definition of justice: "justice means giving right to the one who deserves it", thought difference starts from the point that what is the right and who deserves it.

Organizations form an integral part of human life; such that nobody can be found to have lived sometime without organization. so it can be said that human, justice and organization are three sides of human's life triangle. Justice follows two forms: **intra** organizational and **extra** organizational. It, by itself, encompasses three forms too: distributive, procedural and interactive. Factors that encourage injustice within an organization are: Organization itself and its structure and its manager/supervisor who are to run organization.

Following are factors that lead employees to perceive justice:

Rewards, organizational procedures, personal qualities. Only those whose interests may be threatened or affected are afraid of justice (Parker and P.J.Kohlmeyer, 2012).

Modern world is developing in an amazing rate. Continued changes and dynamic environment proves to be so accelerating that it demands highly sophisticated leaders for running organizations. In such circumstances, survival of every system lies in firm ties among its constituents. Here the role of motivated and satisfied manpower as a constituent of organization becomes evident in the context of such surprising and undeniable developments. Since justice is vital factor for survival, operation and development of an organization in the long-run and can lead to increased sense of commitment, innovation, positive visions, sense of attachment, decreased absence from work etc., it has found a high position in management sources (Ranjbaran, 1996).

Since justice can lead to increased productivity, performance, efficiency and satisfaction and it has bearings on vital organizational processes such as commitment and satisfaction, it is undeniably important and it's importance can be observed in all aspects.

Today's organizations are a miniature design of the whole community in which justice is equal to justice in community. Managers can hardly be reluctant to this issue because it is an inborn human need.

Justice is a basic pre-requisite for fulfilling needs and success in an organization. it is divided into three branches: distributive, procedural and interactive. The first form of justice refers to implications that employees

receive. The second form refers to the process by which outcome are appropriated and the third form refers to personal behavior such as confident in communications with others and courtesy etc. (Tailor, 2003).

If managers are honestly seeking development they must be able to get their employees to feel and percept justice within their respective organizations. For this purpose, they ought to study different sides and aspects of justice and search just how it can be established within the organization and what actions are to be taken to get employees to feel it (Hersipal and Blanchard, 2012).

Hence, a primary task of management is to keep and develop effective and impressive behaviors such as justice-related behaviors which can provoke the feeling of satisfaction in employees. In the process of expressing such behaviors and, above all, in getting employees to feel them, the mechanism by which such behaviors can influence organizational behaviors such as organizational commitment, job satisfaction, organizational citizenship, motivational behaviors etc. must be understood well.

Research Hypotheses

Primary Hypothesis

There is a significant relationship between organizational justice and organizational commitment in employees

Secondary hypotheses

- 1- There is a significant relationship between distributive justice and obligatory commitment in employees
- 2- There is a significant relationship between distributive justice and emotional commitment in employees
- 3- There is a significant relationship between distributive justice and continuous commitment in employees
- 4- There is a significant relationship between procedural justice and obligatory commitment in employees
- 5- There is a significant relationship between procedural justice and emotional commitment in employees
- 6- There is a significant relationship between procedural justice and continuous commitment in employees
- 7- There is a significant relationship between interactive justice and obligatory commitment in employees
- 8- There is a significant relationship between interactive justice and emotional commitment in employees
- 9- There is a significant relationship between interactive justice and continuous commitment in employees

Research Methodology

This research is applied in terms of objective because it seeks to find how organizational justice can affect the organizational commitment in Social Security Organization of Tehran Province (as case study). However, in terms of content and methodology it is a descriptive-survey study. A descriptive study describes what as it is. It seeks to describe and analyze the current situation. But it is a survey study as well: in that, authors has made use of ideals, thoughts and perceptions of the subjects in questionnaire formats.

Statistical Population, Samples and Sampling Method

Statistical population of this study comprises of all employees working for Social Security Organization of Tehran Province (n=300), so it is limited. Table was used to determine minimal size of samples. Size of samples was determined using Morgan table to be 169 which shall serve as a basis for our analysis. It must be noted that this number of samples were randomly selected from statistical population.

Data Gathering Methodology and Instrument

To identify subjects' views, questionnaires were utilized which comprised of three parts: part 1 includes a brief explanation of the questionnaire structure and manner of filling in it to help subjects how to fill in it. Part 2 encompasses some personal data including demographical background, age, education, gender, marital status etc. Part 3 includes some questions regarding organizational justice and organizational commitment. Cronbach alpha was used to test reliability of data and professionals comments were used to make sure of the validity.

Test of Hypotheses

Pearson Coefficient Between Independent and Dependent Variables

In this section, hypotheses are reviewed using Pearson coefficient test in order to find a linear significant relationship between variables. In this test, null hypothesis means there is no significant relationship. If the significant ness is less than 05.0 the null hypothesis is rejected and it can be claimed that there is such significant relation with a reliability of 95%. If the coefficient is positive, the relationship would be regarded as direct and positive; while if it turns out to be negative, the relationship will be reverse.

Table 1- Pearson Correlation Coefficients Matrix for Variables

Organizational commitment	Continuous commitment	Obligatory commitment	Emotional commitment	Organizational justice	Distributive justice	Interactive justice	Procedural justice	Variables
							1	Procedural justice
						1	0.665 0.000	Interactive justice - significant ness
					1	0.965 0.000	0.756 0.000	Distributive justice – significant ness
				1	0.756 0.000	0.721 0.000	0.798 0.000	Organizational justice - significant ness
			1	0.856 0.003	0.986 0.003	0.754 0.000	0.757 0.000	Emotional commitment - significant ness
		1	0.654 0.000	0.777 0.000	0.985 0.000	0.874 0.001	0.675 0.001	Obligatory commitment-significant ness
	1	0.985. 0.000	0.778 0.000	0.757 0.000	0.697 0.001	0.689 0.001	0.848 0.001	Continuous commitment - significant ness
1	0.721 0.002	0.777 0.000	0.757 0.000	0.675 0.001	0.743 0.001	0.624 0.000	0.984 0.000	Organizational commitment - significant ness

As the above table shows:

Correlation coefficient between distributive justice and obligatory commitment is 0.958. it shows that the significant ness is positive. It further shows that in spite of a significant ness less than 0.05, the two variables have significant relationship and as the correlation coefficient value shows, such correlation is positive.

Correlation coefficient between distributive justice and emotional commitment is 0.986. it shows that the significant ness is positive. It further shows that in spite of a significant ness less than 0.05, the two variables have significant relationship and as the correlation coefficient value shows, such correlation is positive.

Correlation coefficient between distributive justice and continuous commitment is 0.697. it shows that the significant ness is positive. It further shows that in spite of a significant ness less than 0.05, the two variables have significant relationship and as the correlation coefficient value shows, such correlation is positive.

Correlation coefficient between procedural justice and obligatory commitment is 0.675. it shows that the significant ness is positive. It further shows that in spite of a significant ness less than 0.05, the two variables have significant relationship and as the correlation coefficient value shows, such correlation is positive.

Correlation coefficient between procedural justice and emotional commitment is 0.757. it shows that the significant ness is positive. It further shows that in spite of a significant ness less than 0.05, the two variables have significant relationship and as the correlation coefficient value shows, such correlation is positive.

Correlation coefficient between procedural justice and continuous commitment is 0.845. it shows that the significant ness is positive. It further shows that in spite of a significant ness less than 0.05, the two variables have significant relationship and as the correlation coefficient value shows, such correlation is positive.

Correlation coefficient between interactive justice and obligatory commitment is 0.874. it shows that the significant ness is positive. It further shows that in spite of a significant ness less than 0.05, the two variables have significant relationship and as the correlation coefficient value shows, such correlation is positive.

Correlation coefficient between interactive justice and emotional commitment is 0.754. it shows that the significant ness is positive. It further shows that in spite of a significant ness less than 0.05, the two variables have significant relationship and as the correlation coefficient value shows, such correlation is positive.

Correlation coefficient between interactive justice and continuous commitment is 0.689. it shows that the significant ness is positive. It further shows that in spite of a significant ness less than 0.05, the two variables have significant relationship and as the correlation coefficient value shows, such correlation is positive.

Correlation coefficient between organizational justice and organizational commitment is 0.743. it shows that the significant ness is positive. It further shows that in spite of a significant ness less than 0.05, the two variables have significant relationship and as the correlation coefficient value shows, such correlation is positive.

Regression Analysis

This analysis is designed to observe the simultaneous effect of independent variables on dependent variables. Coefficient of determination value shows that to what extent changes of dependent variable are up to independent variables. Using Beta coefficients it can be possible to write a regression equation. Beta coefficients can additionally be effective in relative share of each variable in the entire changes of dependent variable. Every independent variable whose Beta coefficient is greater in value, that variable has greater share in changes of the respective dependent variable.

Table 2- Regression of Effective Factors on Organizational Commitment

Coefficient of determination (R ²) (square)	Significance (Sig)	index t	Standardized (Beta) ed	Standard deviation	(B) coefficient	Variables
0/632	0/000 0/000	7/83 /441 15	0 0/729	4/532 0/110	35/497 1/694	Constant value- Distributive justice
0/675	0/000 0/000 0/000	8/073 9/239 4/645	0 0/549 0/276	4/327 0/138 1/606	34/930 1/275 7/461	Constant Value Distributive/interactive justice

0/700	0/000	7/163	0	4/343	31/110	Constant Value-Distributive/interactive/procedural justice
	0/000	6/884	0/587	0/150	1/035	
	0/000	4/298	0/498	1/575	6/770	
	0/000	3/573	0/421	0/892	3/186	

As Table 2 shows, the first variable which was applied to the regression model was distributive justice. in this step, coefficient of determination is 632.0; i.e. this variable can forecast 63% of changes of dependent variable (organizational commitment) by it's own.

In the second step, interactive justice was added and coefficient of determination (67.0) suggested that these two independent variables (distributive/interactive justice) can forecast 67% of the change on their own. In fact, interactive justice variable can add 4% to the dependent variable's variance on it's own. In this step, the value of coefficient of determination (70.0) shows that all the three independent variables (distributive/interactive/procedural justice) can forecast altogether 70% of the change in dependent variable, and the share of procedural justice is 3% on its own. The impact factor for distributive justice is 0.587, for interactive justice is 0.489 and for procedural justice is 0.421 which indicates that distributive justice has greater impact on organizational commitment than the two other justices. Regression equation based on standardized regression coefficients is as follows:

(procedural justice) +421/0, (interactive justice) +498.5, (distributive justice) 587.0 = organizational commitment.

There is Significant Relationship between Distributive Justice and Obligatory Commitment of Employees

Data analysis revealed that there is a significant relationship between distributive justice and obligatory commitment. This finding is consistent with studies of Yaghoubi et al. (2008), Maryam Tabani (2012), Azam Bidgoli (2011), Fariborz Zarifi (2010), Mahvash Mahmodi (2010), Shahrokh Babaei (2010), Kanshiro (2008) because these authors had found this result too.

Result	Significance	Pearson coefficient	Hypothesis
confirmed	0.000	0.985	Distributive Justice and Obligatory Commitment

There is Significant Relationship between Distributive Justice and Emotional Commitment of Employees

Data analysis revealed that there is a significant relationship between distributive justice and emotional commitment. This finding is consistent with studies of Yaghoubi et al. (2008), Maryam Tabani (2012), Azam Bidgoli (2011), Fariborz Zarifi (2010), Mahvash Mahmodi (2010), Shahrokh Babaei (2010), Kanshiro (2008) because these authors had found this result too.

Result	Significance	Pearson coefficient	Hypothesis
confirmed	0.003	0.986	Distributive Justice and Emotional Commitment

There is Significant Relationship between Distributive Justice and Continuous Commitment of Employees

Data analysis revealed that there is a significant relationship between distributive justice and continuous commitment. This finding is consistent with studies of Yaghoubi et al. (2008), Maryam Tabani (2012), Azam Bidgoli (2011), Fariborz Zarifi (2010), Mahvash Mahmodi (2010), Shahrokh Babaei (2010), Kanshiro (2008) because these authors had found this result too.

Result	Significance	Pearson coefficient	Hypothesis
confirmed	0.001	0.697	Distributive Justice and Continuous Commitment

There is Significant Relationship between procedural Justice and Obligatory Commitment of Employees

Data analysis revealed that there is a significant relationship between procedural justice and obligatory commitment. This finding is consistent with studies of Andrew Blayer Stally (1977), Yaghoubi et al. (2008), Maryam Tabani (2012), Azam Bidgoli (2011), Fariborz Zarifi (2010), Mahvash Mahmodi (2010), Shahrokh Babaei (2010), Kanshiro (2008) because these authors had found this result too.

Result	Significance	Pearson coefficient	Hypothesis
confirmed	0.001	0.675	procedural Justice and Obligatory Commitment

There is Significant Relationship between procedural Justice and Emotional Commitment of Employees
 Data analysis revealed that there is a significant relationship between procedural justice and emotional commitment. This finding is consistent with studies of Andrew Blayer Stally (1977), Yaghoubi et al. (2008), Maryam Tabani (2012), Azam Bidgoli (2011), Fariborz Zarifi (2010), Mahvash Mahmodi (2010), Shahrokh Babaei (2010), Kanshiro (2008) because these authors had found this result too.

Result	Significance	Pearson coefficient	Hypothesis
confirmed	0.000	0.757	procedural Justice and Emotional Commitment

There is Significant Relationship between procedural Justice and Continuous Commitment of Employees
 Data analysis revealed that there is a significant relationship between procedural justice and continuous commitment. This finding is consistent with studies of Andrew Blayer Stally (1977), Yaghoubi et al. (2008), Maryam Tabani (2012), Azam Bidgoli (2011), Fariborz Zarifi (2010), Mahvash Mahmodi (2010), Shahrokh Babaei (2010), Kanshiro (2008) because these authors had found this result too.

Result	Significance	Pearson coefficient	Hypothesis
confirmed	0.001	0.848	procedural Justice and Continuous Commitment

There is Significant Relationship between interactive Justice and obligatory Commitment of Employees
 Data analysis revealed that there is a significant relationship between obligatory justice and continuous commitment. This finding is consistent with studies of Andrew Blayer Stally (1977), Yaghoubi et al. (2008), Maryam Tabani (2012), Azam Bidgoli (2011), Fariborz Zarifi (2010), Mahvash Mahmodi (2010), Shahrokh Babaei (2010), Kanshiro (2008) because these authors had found this result too.

Result	Significance	Pearson coefficient	Hypothesis
confirmed	0.001	0.874	interactive Justice and obligatory Commitment

There is Significant Relationship between interactive Justice and emotional Commitment of Employees
 Data analysis revealed that there is a significant relationship between interactive justice and emotional commitment. This finding is consistent with studies of Andrew Blayer Stally (1977), Yaghoubi et al. (2008), Maryam Tabani (2012), Azam Bidgoli (2011), Fariborz Zarifi (2010), Mahvash Mahmodi (2010), Shahrokh Babaei (2010), Kanshiro (2008) because these authors had found this result too.

Result	Significance	Pearson coefficient	Hypothesis
confirmed	0.000	0.754	interactive Justice and emotional Commitment

There is Significant Relationship between interactive Justice and Continuous Commitment of Employees
 Data analysis revealed that there is a significant relationship between interactive justice and continuous commitment. This finding is consistent with studies of Andrew Blayer Stally (1977), Yaghoubi et al. (2008), Maryam Tabani (2012), Azam Bidgoli (2011), Fariborz Zarifi (2010), Mahvash Mahmodi (2010), Shahrokh Babaei (2010), Kanshiro (2008) because these authors had found this result too.

Result	Significance	Pearson coefficient	Hypothesis
confirmed	0.001	0.689	interactive Justice and Continuous Commitment

There is Significant Relationship between organizational Justice and organizational Commitment of Employees Data analysis revealed that there is a significant relationship between organizational justice and organizational commitment. This finding is consistent with studies of Maryam Tabani (2012), Azam Bidgoli (2011), Fariborz Zarifi (2010), Mahvash Mahmodi (2010), Shahrokh Babaei (2010), Kanshiro (2008) because these authors had found this result too.

Result	Significance	Pearson coefficient	Hypothesis
confirmed	0.001	0.675	organizational Justice and organizational Commitment

Results and Discussions

There is Significant Relationship between Distributive Justice and Obligatory Commitment of Employees: it necessitates that organization devises a particular plan for promotions, if it has already not done so. This plan can be on a regular and periodic basis.

There is Significant Relationship between Distributive Justice and Emotional Commitment of Employees: salaries and payments being made to employees must be ensured to be fair in order that they feel satisfaction over continuing their service.

There is Significant Relationship between Distributive Justice and Continuous Commitment of Employees: rewards being granted to employees must be made sure to be fair and be consistent with their performance. Also, salary and allowances being paid to employees must be clear and transparent.

There is Significant Relationship between procedural Justice and Obligatory Commitment of Employees: decisions that managers are to make in respect of employees must be fair and transparent and additional information must be furnished to ensure employees do perceive the fairness.

There is Significant Relationship between procedural Justice and Emotional Commitment of Employees: managers ought to have sufficient accurate information for making job decisions regarding employees. Such decisions must be indiscriminate and cover all employees.

There is Significant Relationship between procedural Justice and Continuous Commitment of Employees: managers and decisions makers are suggested to have consultations with employees when making decisions over jobs and similarly they must give them the option to raise objection.

There is Significant Relationship between interactive Justice and obligatory Commitment of Employees: duties being assigned to employees must not be too much and beyond their normal capability in order that they do not feel failure and inability.

There is Significant Relationship between interactive Justice and emotional Commitment of Employees: work load must be distributed fairly. Work schedules must be fair until employees feel at home as members of the same family.

There is Significant Relationship between interactive Justice and Continuous Commitment of Employees: responsibilities entrusted to employees must be consistent with their capabilities.

There is Significant Relationship between interactive Justice and Continuous Commitment of Employees: it is suggested that organizational justice be cared about so much, and employees be treated fairly and justly, since organizational justice, as a general whole and its components in particular, have positive and significant relationship with organizational commitment. Hence, it is quite normal to expect that employees start to react when they feel unfairness. It can make them distressed and affect their sense of attachment towards organization and also organizational commitment. While, on the contrary, when they perceive fairness in organization they will feel motivated towards organization and are encouraged to carry out their responsibilities and duties better than ever; it means that sense of organizational commitment has been increased in them.

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