Available online at www.elixirpublishers.com (Elixir International Journal)

Human Resource Management

Elixir Human Res. Mgmt. 73 (2014) 26498-26503

ISSN: 2229-712X

Relationship between organizational justice and organizational commitment of staff in Payame Noor universities

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ARTICLE INFO

Article history:

Received: 12 May 2013;

Received in revised form:

18 August 2014;

Accepted: 26 August 2014;

Keywords

Relationship,

Organizations,

Justice,

Faimess.

ABSTRACT

Employees play a substantive role in taking many decisions in organizations. Whether the decisions made with regards to the employees are just is occasionally questioned. The behaviors of the employees against justice began to be analyzed, as justice being taken seriously in organization. (Serdar ÇÖP et al.,2008) Without a perception of justice and fairness, organizations will have great difficulty in motivating and guiding employees. Organizational fairness demonstrates the administration's respect for employees and produces a bridge of trust that ultimately strengthens the employees' commitment to the organization employees who feel that their employing organization is fair and just in dealing with workers will encourage trust and loyalty ., and this will ultimately increase the organizational commitment of the worker. (Lambert,2003)

Introduction

We illustrate this object among employees of Payame Noor Universities in Khorasan Jonobi (South Khorasan), Iran. Iran is a middle income developing country of about 75 million people, with a nominal per capita income of about US$ 4484, or US $11,025 at purchasing power parity (IMF 2010). While non-oil economic performance has sometimes been poor during the past few decades, oil exports have kept living standards relatively high, and Iran is actually about the 18th largest economy in the world by PPP. In recent years the country has begun economic reform. This seems to be stimulating stronger non-oil growth and job creation, although recent price reforms in domestic energy, among other things, still masked the positive impact in 2009 and 2010 (e.g., IMF 2010, 2011; Jbili et al 2007).

Khorasan Jonobi, a province on the eastern side of the country, is relatively new as a political subdivision, having been created in 2004 when Khorasan province was divided into three parts. The Khorasan area, including several of Khorasan Jonobi's main cities, has a rich history, as it was a prominent trade hub and sits astride a number of ancient trade routes.

Organizational Justice(OS)

One of the topics of greatest interest to scientists in the fields of industrial-organizational Psychology , human resources management, and organizational behavior in recent years has been Organizational justice(Cropanzano & Greenberg,1997). Research on organizational justice has increased dramatically over the past 20 years. (Gilliland, 2008).Term of organizational justice, for the first time was expressed by Greenberg in 1970. Fernandes and Awamleh (2006) have expressed Greenberg's quotes that organizational justice refers to fair treatment with employees.(Kamalian et al.,2010). Research in organizational justice, a literature focused on the experience of fairness in organizations and other task-focus environments, has increased significantly over the past decade. One reason for that increase is that perceptions of fair treatment have been linked to a number of beneficial employee behaviors. (P.Zapata-Phelan, 2008)Organizational justice is a construct defining the quality of social interaction at work. The term 'organizational justice' refers to the extent to which employees are treated with justice at their workplace. (Elovainio ,2005).Organizational justice; is safeguarding of accuracy and legitimacy by the authority in workplaces .Organizational justice is promoting and making the just and ethical practices and operations dominant in the organization; in other words, evaluating the managers' behaviors by the employees in terms of justice, ethics and rationality in a just organization (Serdar ÇÖP et al.,2008).. Organizational justice is a fundamental necessity for ensuring the personal satisfaction for the ones who work in the organizations (Lambert, 2003). Organizational Justice is Employees' perceptions of the fairness of treatment received from organizations (Cropanzano & Greenberg, 1997) Organizational justice is the ''role of fairness as a consideration in the workplace'' (F. Carmon et al.,2010). Organizational justice, in its most general sense, is the way individuals perceive justice regarding practices in their organizations. (Yavuz,2010)

The first focus on organizational justice was based upon the equity theory.(Lambert,2003) According to the equality theory, employees compare their contribution to the organization to what the organization contributes to them. Injustices in the organizations cause negative behaviors such as theft, aggression, which makes attaining the organizational objectives more difficult. (Serdar ÇÖP et al.,2008)

The dimension of organizational justice is addressed under 3 titles. (Serdar ÇÖP et al., 2008). The perception of organizational justice comprises the sub-dimensions of 'distributive justice', 'procedural justice', 'Interactional justice'. (Yavuz,2010)

Distributive justice(DJ)

The first commonly accepted type of justice is referred to as distributive justice. (Zainalipour et al.,2010). Foley et al. (2002) suggest that distributional justice means treating the individuals

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who show similar ethical behaviors in the same manner, and treating the individuals who show different ethical behaviors in different manners based on the level of their differences. (Serdar ÇÖP et al.,2008). Distributive justice refers to the perceived fairness of decision outcomes and is judged by gauging whether rewards are proportional to costs. (A. Colquitt,2006). Distributive Justice is The perceived fairness of the outcomes that an employee receives

from organizations.(Ryong Lee,2000). Distributive fairness reflects how fair employees in an organization perceive the actual allocation of outcomes they receive to be. (Kamalian, 2010). Distributive justice refers to the perceived fairness of the allocation of resources by the organization.(Blakely et al,2005). Distributive justice refers to employees' perceptions of the rewards they experience.(Johnson,2007)

Procedural justice(PJ)

Procedural justice focuses on decision making process. (Serdar ÇÖP et al.,2008). Procedural Justice isThe perceived fairness of the policies and procedures used to make decisions .(Ryong Lee,2000). Procedural justice deals with the procedures that the organization uses to come to a decision. (Kamalian,2010, Blakely et al,2005). procedural justice covers a wide array of organizational procedures and processes that effect employees(Lambert,2003). Procedural justice refers to employees' perceptions of the formal procedures that are used to determine employee rewards. Attributes of procedural fairness come from Leventhal (1976; 1980), who calls them consistency, bias suppression, accuracy, correct ability and ethicality. (Johnson,2007)

Interactional justice(IJ)

According to Moorman (1991), interactional justice, which is considered to be a version of, or the social aspect of procedural justice, is defined as the interaction between the persons who will be affected by the distribution decision and the core of the distribution; or how things will be told to the employees during the decision making process. (Serdar ÇÖP et al.,2008). Interactional justice reflects employees' feelings of how fair they are treated by their supervisors. (Blakely et al,2005). This type of justice refers to employees' perceptions of the fairness related to their relationship with their supervisor. (Johnson,2007). Issues with interactional justice can arise when employees are lied to, judged unfairly and denied privacy or respect. A low level of interactional justice may be related to a greater likelihood of sexual harassment. .(Kamalian,2010)

Organizational Commitment(OC)

The concept of organizational commitment has grown in popularity in the literature of industrial/organization psychology and organizational behavior over the last two decades . (Leow & Khong, 2009). Organizational commitment is defined as the belief of the organization employees in the organization's goals and values (*Arif,2002)*, adopting them, striving for the organization's goals, and the strong desire to remain in the organization. Organizational commitment is the attitudes developed against the organization with regards to the organization's goals and features; and the positive behaviors shown as a result of such attitudes. It refers to the commitment of an individual to the goals and values of an organization in a biased and effective manner, strongly believing in the organization and sincerely complying with the orders and expectations. (Serdar ÇÖP et al.,2008). Organizational commitment has also become an important topic for organizational research because of its association with extra-role behaviors, absenteeism and turnover. .(Yong-tao,2007). Organizational Commitment isThe relative strength of an individual's identification with, and involvement in, a particular organization (Ryong Lee,2000). Porter and his colleagues defined organizational commitment as 'the relative strength of an individual's identification with and involvement in a particular organization .(Allen & Meyer, 1990). Organizational commitment is defined as an employee's level of identification and involvement in the organization. Mowday et al. (1982) saw organizational commitment as a strong belief in an organization's goals, and values, a willingness to exert considerable effort on behalf of an organization and a strong desire to remain a member of the organization(Salami,2008). In a model of commitment developed recently by Meyer & Allen (1987 a)., the three approaches outlined above were labelled 'affective', 'continuance' and 'normative' commitment, respectively. (Allen & Meyer, 1990)

Affective commitment(AC)

The most prevalent approach to organizational commitment in the literature is one in which commitment is considered an affective or emotional attachment to the organization such that the strongly committed individual identifies with, is involved, and enjoys membership in the organization (Allen and Meyer 1990). *Affective commitment* refers to employees' emotional attachment, identification with, and involvement in the organization. Employees with a strong affective commitment stay with the organization because they *want to*. .(Brown,2003) . The affective component (AC) of organizational commitment refers to employees' emotional attachment to, identification with, and involvement in the organization (*Yong-tao,2007)* As a result, emotional commitment is a type of psychological commitment which leads the employees to consider themselves and the organization as a whole, identify themselves with the organization, uphold the organizational interests and tend to make sacrifice for the organization. (Serdar ÇÖP et al.,2008).

Continuance commitment (CC)

Continuation commitment is the commitment that arises out of the idea that the individual thinks that the acquisitions he/she obtained as a result of his/her sacrifices during the working period will be lost when leaving the organization. Continuance commitment is determined to be related with age, duration of organizational service, promotional possibilities, satisfaction out of the payments, and the desire for leaving the organization, business transfer and marriage concepts. Another element which is considered to affect continuance commitment is the job alternatives one has. The employees who consider themselves to have a number of job alternatives are less committed. (Serdar ÇÖP et al., 2008). Continuance commitment refers to employees' assessment of whether the costs of leaving the organization are greater than the costs of staying. Employees who perceive that the costs of leaving the organization are greater than the costs of staying remain because they need to. .(Brown,2003). Continuance commitment refers to commitment based on the employee's recognition of the costs associated with leaving the organization and they remain because they have to do so (Jamaludin,2008)

Normative commitment (NC)

Normative commitment is described as the feeling of the employees to be connected with the organization with a sense of an ethical duty and due to the belief that they must not leave the organization. Meyer & Smith (2000) defined normative commitment as the sense of obligation felt by the employees with regard to continuing the membership in the organization. (Serdar ÇÖP et al.,2008). Normative commitment refers to employees' feelings of obligation to the organization. Employees with high levels of normative commitment stay with

the organization because they feel they ought to. (Brown,2003). The normative component (NC) refers to employees' feelings of obligation to remain with the organization.(Yong-tao,2007). Normative commitment reflects a perceived obligation to remain in the organization .It refers to commitment based on a sense of obligation to the organization and employees with strong normative commitment remain because they feel they ought to do so(Jamaludin,2008)

Research Hypotheses

Assuming that there is a significant relationship between the organizational justice and organizational commitment, below mentioned hypotheses were proposed. In other words, it is assumed that organizational justice has an effect on the formation of organizational commitment.

Main hypothesis

H1: There is a significant relationship between organizational justice and organizational commitment.

Secondary hypotheses

H1a: There is a significant relationship between distributional justice and normative commitment.

H1b: There is a significant relationship between distributional justice and affective commitment.

H1c: There is a significant relationship between distributional justice and continuance commitment.

H1d: There is a significant relationship between procedural justice and normative commitment.

H1e: There is a significant relationship between procedural justice and affective commitment.

H1f: There is a significant relationship between procedural justice and continuance commitment.

H1g: There is a significant relationship between procedural justice and normative commitment.

H1h: There is a significant relationship between procedural justice and affective commitment.

H1i: There is a significant relationship between procedural justice and continuance commitment.

Methodology

Structural equation modeling (SEM)with LISREL8.53 was used to analyse the data because it allows to estimate multiple and interrelated dependence relationship and un observered factors can be represented in this relationship.

Structural models are formed by defining relations between latent variables, which are higher order variables that represent underlying commonalties of the observed variables. Groups of observed variables are indicators of a latent variable, which is often interpreted as a theoretical construct. The formation of constructs and models together with the error covariance and correlations make up the fundamental dimensions of LISREL. The formation of constructs and models may be described as causal dimensions, whereas the pattern of covariance in error terms and correlations may be described as a structural pattern in data.

Questionnaire technique was used in collecting the data obtained from the samples for determining the relationship between distributional, procedural and interactional justice, which are the sub dimensions of organizational justice perception, with continuance commitment, affective commitment and normative commitment, which are the sub dimensions of organizational commitment. Allen and Meyer (1990) questionnaire was used to measure organizational commitment . Niehoff and Moorman (1993) questionnaire was used to measure organizational justice. questionnaire including 20 closed questions was designed using five point Likert-type scale anchored from "strongly disagree"(1) to "strongly agree"(5) which studies and reviews the research variables. The questions 1, 2, 3 are related to affective commitment and the questions 4,5,6 related to continuance commitment, and the questions 7,8,9,10 related to normative commitment and questions 11,12,13 related to distributional justice, and questions 14,15,16,17,18 related to procedural justice, and questions 19,20,21 related to interactional justice. questionnaire was distributed and its reliability was confirmed by Alpha Cronbach.

In the diagram (1-1), theoretical framework has been showed .The following conceptual model indicates the relationship between the variables of this research. As we observe such factors as distributional justice (DJ), procedural justice (PJ), interactional justice enter the affective commitment(AC) and DJ,PJ,IJ, enter the continuance commitment (CC) and DJ,PJ,IJ, enter the normative commitment (NC) distributional, procedural and interactional justice, are the sub dimensions of organizational justice(OS). continuance commitment, affective commitment and normative commitment, are the sub dimensions of organizational commitment(OC).

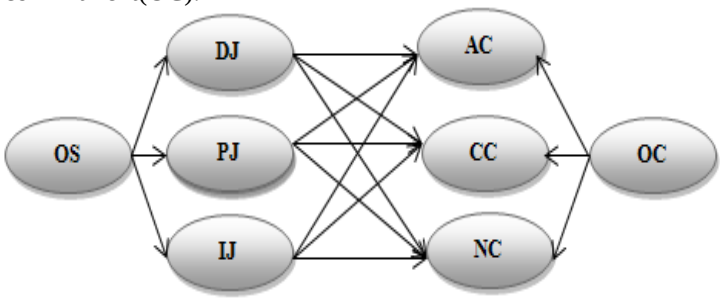

Figure 1. Theoretical framework

Demographic specifications

This part points to the review of the demographic variables such as age, gender, educations, marital status and experience using the descriptive statistics. 70.9% of the participant employees are male while 29.1% are female. It was found that About two-thirds of the participants were between the ages of 26–35 .As for their marital status, 75.7% were married, 24.3% were single. As for their experience in the organization, About two-thirds of the participants were Under 10 years. Over 85 percent had college or college degrees, many of them graduate degrees.

Reliability and validity

The assessment of the measurement models include the estimation of internal consistency for reliability, and test of convergent validity and discriminant validity for construct validity. Internal consistency was calculated using Cronbach `s alpha. This method is applied for calculation of the internal coordination (correlation) and we use the measurement instruments including questionnaires or tests which measure various specifications. In other words Alpha Cronbach measures how well a series of observed variables explain a hidden structure. Table **I** shows the descriptive statistics for the constructs. The Cronbach reliability coefficient of all variables were higher than the minimum cutoff score of 0/7.

Construct validity was examined by assessing convergent validity and discriminant validity. convergent validity is considered acceptable when all the item loading factor are also greater than 0/5 . Additionally, all the Average Variance Extracted (AVE) values of constructs were higher than0/60.

The Average Variance Extracted (AVE) can also be used to evaluate discriminant validity. The AVE from the construct should be higher than the variance shared between the construct and other variables in model. Discriminant validity can be

checked by examining whether the correlation between the variables are lower than the square root of the average variance extracted.

Lisrel model

The Lisrel model, in its most general form, consists of two parts **the measurement model and structural equation model.**

The **measurement model** specifies how latent variables or hypothetical constructs depend upon or are indicated by the observed variables .It describes the measurement properties (reliabilities and validities) of the observed variables. Measurement equations show how the factors are hypothesized through the questions. Furthermore, when we use the coefficient, the quantity of coefficient in the equation indicates the importance of the question. In other words, if the coefficient of the second question in the equation is higher than the other coefficients, this indicates the second question is a more important measurement of the factor. It also indicates the information load of this question is more than other questions.

The **structural equations model** specifies the causal relationships among the latent variables, describes the causal effects, and assigns the explained and unexplained variance.

The lisrel method estimates the unknown coefficients of a set of linear structural equations. It is particularly designed to accommodate models that include latent variables ,measurement errors in both dependent and independent variables ,reciprocal causation, simultaneity, and interdependence.

Conceptual Model of the research main hypothesis

The following shape is the conceptual model of the relation between the factors defined in the research. The conceptual model indicates the relations between the variables whose appropriateness or inappropriateness is tested with experimental data. Figure (2) illustrates the conceptual model of the following research which reveals the relation between the variables of the research.

The measurement equations are:

Affective commitment (AC):(0.65*Q1)+ (0.65*Q2)+ (0.66*Q3) Continuance commitment(CC): (0.76*Q4)+ (0.61*Q5)+ (0.67*Q6) normative commitment(NC): (0.72*Q7)+ (0.73*Q8)+ (0.74*Q9) + (0.70*Q10) distributional justice(DJ): (0.64*Q11)+ (0.69*Q12)+ (0.73*Q13) procedural justice(PJ): (0.73*Q14)+ (0.73*Q15)+ (0.80*Q16) + (0.80*Q17)+ (0.65*Q18) interactional justice(IJ): (0.71*Q19)+ (0.73*Q20)+ (0.72*Q21)

Figure 2. Conceptual model of the research Secondary hypotheses

Conceptual Model of the research Secondary hypotheses

The following shape is the conceptual model of the relation between the factors defined in the research. The conceptual model indicates the relations between the variables whose appropriateness or inappropriateness is tested with experimental data. Figure (3) illustrates the conceptual model of the following research which reveals the relation between the variables of the research.

The measurement equations are:

Affective commitment (AC):(0.54*Q1)+ (0.80*Q2)+ (0.81*Q3) Continuance commitment(CC): (0.73*Q4)+ (0.62*Q5)+ (0.60*Q6) normative commitment(NC): (0.70*Q7)+ (0.80*Q8)+ (0.86*Q9) + (0.70*Q10) distributional justice(DJ): (0.81*Q11)+ (0.85*Q12)+ (0.80*Q13) procedural justice(PJ): (0.73*Q14)+ (0.72*Q15)+ (0.83*Q16) + (0.84*Q17)+ (0.70*Q18) interactional justice(IJ): (0.81*Q19)+ (0.90*Q20)+ (0.79*Q21)

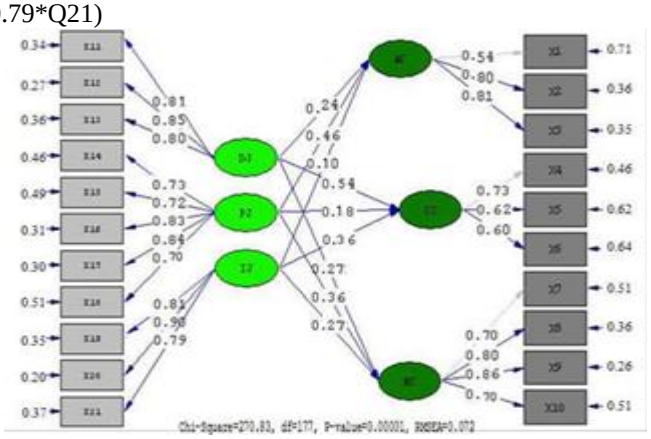

Figure 3. Conceptual model of the research Secondary hypotheses

Result and analytical models of the research

Results of review of main hypothesis(H1)

Table 2 shows γ =0.81 and t=29.51 between the organizational justice and organizational commitment . Since the calculated t-statistic is greater than 1.96 Thus, H0 is refuted. On the basis of these findings; a significant relationship was found between organizational justice and the organizational commitment. In the study carried out by Karabay (2004) on 260 subjects employed in public and private sectors, the relationship between the same pair of factors was found to be a moderately positive(R=528) by using regression analysis. In the study undertaken by Dilek (2004) on the Turkish Armed Forces staff, it was found that organizational justice and organizational commitment are in a linear relationship though relatively weak.

Results of review of Secondary hypotheses

Results of review of Secondary hypothesis (H1a)

Table 3 shows γ =0.24 and t=1.70 between the distributional justice and normative commitment. Since the calculated t-statistic is less than 1.96 Thus, H0 is accepted. On the basis of these findings; a significant relationship was not found between distributional justice and normative commitment.

Results of review of Secondary hypothesis (H1b)

Table 3 shows γ =0.54 and t=4.11 between the distributional justice and affective commitment. Since the calculated t-statistic is less than 1.96 Thus, H0 is refuted. On the basis of these findings; a significant relationship was found between distributional justice and affective commitment.

Results of review of Secondary hypothesis (H1c)

Table 3 shows γ =0.27 and t=2.22 between the distributional justice and continuance commitment. Since the calculated t-statistic is less than 1.96 Thus, H0 is refuted. On the basis of these findings; a significant relationship was found between distributional justice and continuance commitment.

Results of review of Secondary hypothesis (H1d)

Table 3 shows γ =0.46 and t=2.41 between the procedural justice and normative commitment. Since the calculated t-statistic is less than 1.96 Thus, H0 is refuted. On the basis of these findings; a significant relationship was found between procedural justice and normative commitment.

Results of review of Secondary hypothesis (H1e)

Table 3 shows γ =0.18 and t=1.19 between the procedural justice and affective commitment. Since the calculated t-statistic is less than 1.96 Thus, H0 is accepted. On the basis of these findings; a significant relationship was not found between procedural justice and affective commitment.

Table 1. The coefficient of Croonbach's Alpha separated for each of the factors.

Factors	Cronbach's Alpha	AVE
AC	0.717	0.649
CC	0.703	0.625
NC	0.842	0.681
DJ	0.864	0.786
PJ	0.870	0.662
IJ	0.870	0.794

Table 2. Structural model of the research Main hypothesis

	Entire Sample estimate	T-Statistic
OS->OC	0.81	29.51

Table 3. Conceptual model of the research Secondary hypotheses

	Entire Sample estimate	T-Statistic
DJ->AC	0.24	1.70
DJ->CC	0.54	4.11
DJ->NC	0.27	2.22
PJ-> AC	0.46	2.41
PJ-> CC	0.18	1.19
PJ-> NC	0.36	2.34
IJ-> AC	0.10	0.71
IJ-> CC	0.36	2.78
IJ-> NC	0.27	2.15

Results of review of Secondary hypothesis (H1f)

Table 3 shows γ =0.36and t=2.34 between the procedural justice and continuance commitment. Since the calculated t-statistic is less than 1.96 Thus, H0 is refuted. On the basis of these findings; a significant relationship was found between procedural justice and continuance commitment.

Results of review of Secondary hypothesis (H1g)

Table 3 shows γ =0.10and t=0.71 between the procedural justice and normative commitment. Since the calculated t-statistic is less than 1.96 Thus, H0 is accepted. On the basis of these findings; a significant relationship was not found between procedural justice and normative commitment.

Results of review of Secondary hypothesis (H1h)

Table 3 shows γ =0.36and t=2.78 between the procedural justice and affective commitment. Since the calculated t-statistic is less than 1.96 Thus, H0 is refuted. On the basis of these findings; a significant relationship was found between procedural justice and affective commitment.

Results of review of Secondary hypothesis (H1i)

Table 3 shows γ =0.27and t=2.15 between the procedural justice and continuance commitment. Since the calculated t-statistic is less than 1.96 Thus, H0 is refuted. On the basis of these findings; a significant relationship was found between procedural justice and continuance commitment.

Conclusion

Justice is considered as the initial virtue that organizations are supposed to have. Justice is based on Adams' Equality Theory in organizations. According to it, employees' perception of justice plays a role on their confidence in the management staffs, intention to quit work, their views regarding their managers, harmonization in the workplace, job satisfaction, and most importantly, their efficiency. Greenberg (1990b, p. 399) writes that perceptions of organizational justice are ''a basic requirement for the effective functioning of organizations and the personal satisfaction of the individuals they employ.'' Like other aspects of life, perceptions of justice and fairness are important in shaping employee attitudes and behaviors. Moreover, organizational justice leads to a perception of legitimacy of the organization. Joy and Witt (1992, p. 297) write, ''cultivation of impressions of fairness is a key tool for the manager in reaching organizational objectives.'' Thus,. On the other hand, it is unlikely that employees will trust, bond, and commit to an organization that they perceive as being unjust, unfair, and untrustworthy (Lambert, 2003). Committed employees were highly motivated to work to the best of their ability. Committed employees remained in the employment of the company longer, resisted competitive job offers, did not actively look for other employment and recommend the company to others as a good place to work. (Fatt et al.,2010)

The aim of this study is to examine the relationship between perception of organizational justice and organizational commitment of personnel employed in Payame Noor Universities in Khorasan jonobi, Iran. The analysis of the results show that the organizational justice very effective on organizational commitment.(t=29.51). Based on that finding, it can be deduced that organizational justice has a moderately positive influence on organizational commitment. The analysis of the results of Secondary hypotheses(relationship between dimensions of organizational justice and organizational commitment) show that a significant relationship was not found between procedural justice, normative commitment and procedural justice, affective commitment and distributional justice and normative commitment but a significant relationship was found between other dimensions of organizational justice and organizational commitment. Positive perception of an employee regarding s/he is treated justly might affect her/his emotional reactions. Once employees think that they are treated unfairly, they develop negative feelings towards the

organization in which they work. Therefore; increasing the perception of organizational justice of employees will decrease labor turnover, which stands as one of the leading problems, and increase positive attitude towards and commitment to the organization.

Existence and significance of the relationship between organizational justice and organizational commitment was determined in this study. However; no study was undertaken regarding the causes of such a relationship. Hence, we recommend the researchers on this subject to examine the causes of the relationship between justice and commitment.

The present study deals with the relationship between organizational justice and organizational commitment. Besides; further studies on justice and the other organizational behaviors and human resources should be carried out. In this research, interactional justice is addressed within integrity. Within scope of studies on organizational justice, future researchers may conduct studies on sub dimensions of interactional justice such as interpersonal justice and informational justice.

From the sectoral perspective, employers need to maintain justice at organizational scale in order to increase employees' commitment, especially emotional commitment. In particular, managers need to show due diligence to the employees' perception of justice to be able to retain intellectual capital.

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