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Relationship between organizational justice and staff happiness in the institutes of standard & industrial research of Qom province and jihad agricultural management in Qom city

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ABSTRACT

The present study is conducted to analyze the relationship between organizational justice and staff happiness in the Institutes of Standard & Industrial Research of Qom province and Jihad Agricultural Management in Qom city. This research is classified among descriptive surveys and was a correlation type. Research sample was selected simple random from 30 members of The Institute of Standards & Industrial Research and 52 members of Jihad Agricultural Management in 1390. The tool to gather the data was Questionnaire and SPSS software has been used to analyze the descriptive and analytical data. Organizational Justice Questionnaire (Newhof and Mormon 1993) was used to evaluate organizational justice and Oxford Happiness Questionnaire (localized by elites) to evaluate staff happiness. In order to analyze the data, a relational approach (correlation and regression) was used. The results show a positive and significant relation between organizational justice and staff happiness in both Institutes; so the research hypothesis was approved. In the meantime, factor analysis is used to identify happiness factors and to confirm organizational justice classifications. Since the relationship between Organizational Justice and Staff happiness has been well-recognized in this research, it is necessary to apply organizational justice and the ways of applying them to increase the staff happiness. In this line, some recommendation for managers and organization authorities are provided.

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Introduction

Justice and implementing it is a basic and natural need of human and its existence during human history has always paved a suitable ground to develop human societies (Yaghubi, 2009: 25).

Justice is a requirement for any social contribution. The attendance of individuals and groups depends on their understanding of how to respect fairness and justice (Moradi Chaleshtari, 2009: 74).

Often, justice finds its concept in organizations and is called *organizational justice*. Since many years ago, social science experts had found the importance of organizational justice as a necessary and radical pillar for the effectiveness of organizational process (Barati, 2009: 10).

By creating justice feeling among employees, managers can obtain important achievements for their own organizations such as productivity, job satisfaction and organizational commitment (Bakhtiar Nasrabadi & Bahrami, 2009: 3). Another achievement is happiness among staff. Happiness-related researches show that happy people look at affairs clearly, they try directly to resolve their problems and look for others' help in time (Moradi et al., 2005: 61).

Since today people spend most of their time in organizations, they can benefit the advantages of a happy workplace (Zarei Matin et al., 2009a: 36).

Problem description

Among the most important procedures to which people face in organizations, one can point out performance appraisal, employment procedures, promotion/award trends and procedures on addressing to complaints and organizational conflicts (Cropanzano et al, 2007: 40). Respecting the justice is one of the most important affecting factors on organizational survival and keeping the health in long run. Justice processes play an important role in organization and the way of treating people in organizations may impact on employees' beliefs, feelings, attitudes and behavior. Hence, justice concept in organizational theories is specially considered (Pourezat & Gholipour, 2007: 1).

Justice is a dominating and considerable issue in organizational life. The witness is employees' negotiations and questions on the appropriateness of their outputs and receivables as well as the fairness of managers' decision-making trends to achieve such outputs in organizational level (Ashjae et al., 2009: 2). Injustice and unfair distribution of organizational achievements and outputs weaken employees' morale and mitigate their efforts (Ghafuri and Golparvar, 2009: 1).

Perceiving organizational unfair treatment by people leads into morale reduction, turnover, job leaving and even contradictory to organization (Kohlmeyer & Parker, 2005: 357). Organizational justice feeling can help employees to forecast and control their behaviors on work and to keep high morale and ethical standards in their workplaces (Choi, 2011: 185-186).

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Therefore, a major task of management is to retain and develop just behaviors of managers and justice feelings among staff. Organizational justice has both mental and behavioral ramifications (Maureen, 2002: 803-812). Happiness is paid attention by philosophers in the first historic writings. However, this issue is recently considered in psychological researches (Fisher, 2010: 384).

Happiness is individual's perceptions and evaluation in life that are considered as interested situations (Warr, 2007: 9). Today, it is highly important to consider quality factors such as employees' happiness in order to achieve effective organizations (Bakhtiar Nasrabadi et al., 2009: 5). Researches show that happiness can increase physical health and happy people feel more security, decide easier and enjoy a contributive morale, higher self-esteem, stronger friendly relations and meaningful religious beliefs (Kamyab et al., 2009: 110).

The present study is conducted to analyze the relationship between organizational justice and staff happiness in the Institutes of Standard & Industrial Research of Qom province and Jihad Agricultural Management in Qom city.

Research importance and necessity

The reason for the importance of justice is that various conducted researches and studies in this field indicate that employees in organizations are highly sensitive to justice respect by supervisors and are always looking for evaluating the level of justice in their organizations. Researches emphasize that people are sensitive to justice for three reasons. First, they are looking for material interests and believe that justice respect grants them the power of forecasting future results. Second, justice respect by supervisors gives them the feeling of value and belonging to a work group which roots in their need to social dependency. Third, people believe that justice is an excellent and moral value and respecting justice is necessary (Ahmadi Azarm, 2009: 4).

Regarding the importance of happiness, one can say that those individuals who live happily can increase their concentration and are generally successful in their works. Happy people resolve undesired problems and conditions by spending the minimum energy and from short and effective ways (Zarei Matin and Haghooyan, 2011: 26).

Although paramount researches and papers are represented on organizational justice and its aspects and effects on job satisfaction and employees' commitment, a lack of scientific texts and papers is felt on the relation between organizational justice and employees' happiness. Regarding the innovation of current title and the fact that such research is not so far conducted in selected organizations, the necessity of present study was shaped.

Research goals

Main goals:

1. Studying the relationship between organizational justice constituents and employees' happiness

Minor goals:

1.1. Studying the relationship between distributive justice and employees happiness;

1.2. Studying the relationship between procedural justice and employees happiness;

1.3. Studying the relationship between interactional justice and employees' happiness.

Research hypotheses

Major hypothesis:

1. There is a positive and significant relationship between organizational justice constituents and employees' happiness.

Minor hypotheses:

1.1. There is a positive and significant relationship between distributive justice and employees' happiness.

1.2. There is a positive and significant relationship between procedural justice and employees' happiness.

1.3. There is a positive and significant relationship between interactional justice and employees' happiness.

1. Research background and research conceptual basics

Justice terminology and genealogy:

A problem on justice discussion is ambiguity in its definitions and meanings. "Justice" is probably used for the first time in Greek as is equaled to "Dike" which means road. It is translated as Right and Justice in English. In ancient Greece literature, it meant state of nature without considering its moral ethics (Bakhtiari, 2009: 72).

In Oxford encyclopedia, justice is described as retaining the rights by authority and defending the rights by determining award or penalty (Husseinazadeh & Naseri, 2007: 19).

According to Plato, justice means that everything is located in its own location. Aristotle divided justice to two general and special categories. General justice involves all advantages and special justice means to grant the rights of a person competently (Raminmehr et al., 2009: 72).

According to Alameh Tabatabaei, justice is that everyone achieves its right and puts in its own location. Shahid Sadr has provided the same definition for justice (Kalantary & Dorafshan, 2008: 160).

The importance of justice is so high that according to Imam Ali, one cannot reform the society without justice (Bakhtiari, 2009: 80).

Based on Imam Khomeini's opinions, justice is human's direct path toward divinity perfect. In *Divine Justice*, Shaid Motahari points out concepts such as equilibrium, equality, negating discrimination and granting the right to competent people in explaining the concept of justice against cruelty (Rostami, 2005: 124).

Organizational justice:

During past two decades, researches on organizational justice are remarkably grown. A considerable part of such researches are focused on understanding the nature of organizational justice aspects and its relation to the diversity of organizational attitudes and behaviors (Gilliland, 2008: 271).

Justice is an abstract concept with various meanings. When it is used in organizational ambience, it is called organizational justice (Amirkhani & Pourezat, 2008: 21).

In organization and management literature, organizational justice term was coined by Greenberg. According to him, organizational justice relates to employees' conception of work fairness in organizations. He used this term to explain the role of fairness in workplace (Seyed Javadin et al., 2008: 56). In their studies, Zainalipour et al (2010) defined organizational justice as fairness in work (Zainalipour, 2010, p1986).

Organizational justice indicates employees' perceptions on organizational fair treatment and behavior (Campbell & Finch, 2004: 179).

Respecting organizational justice is requirement of success for any organization. According to Taylor et al (1995), dissatisfaction and the feeling of discrimination in the process and injustice in assessments can move any system toward failure (Palaialogos et al, 2011: 826).

Studies on organizational justice are based on this assumption that employees will be more interested on organization and would show positive social behaviors if they believe that they are treated fairly and honestly (Abdullahi and Rezakhani, 2009: 115).

Fair behavior impacts organizational members in various ways. It makes future event more predictable and controllable. It makes sense to work life (Colquitt, 2006: 110). Organizational justice enjoys a multidimensional structure and each dimension should be defined separately. In their research, Spector and Cohen (2010) found that three aspects of justice namely distributive justice, procedural justice and interactional justice are related but they are conceived in various ways (Choi, 2011: 186).

Organizational justice aspects:

According to researches on organizational justice, three types of justice are recognized in workplace:

Distributive justice

The resources of distributive justice are rooted in Adams' Equity Theory which considers justice conception against receivables. It was the first justice concept studied by social psychologists. Based on Adams' studies, distributive justice can be defined as the understanding of one's receivable fairness in social relations (Gholipour and Piran Nejad, 2007: 361). Equity theory claims that people compare the ratio of inputs and outputs with themselves and others in order to determine the level of justice respect (Rezaeian, 2005: 43). Distributive injustice happens when individuals do not receive the award they expect in compared to others' awards such as new job, responsibility, power, award and promotion (Raminmehr et al., 2009: 74) & (Nasurdin & Khuan, 2011: 276-277).

Procedural Justice

Justice implementation requires the adoption of fair procedures. It means that the process by which the justice is resulted should be fair in addition to fair content (Raminmehr et al., 2009: 75).

Procedural justice refers to understood fairness of decision-making trends and it is evaluated in this manner: are the trends correct, compatible, without bias and modifiable? Are they available for employees' inputs (Colquitt, 2006: 110)? In his research, James also points out that a key aspect of procedural justice is to permit employees to have their own inputs or their shares in outputs. He emphasizes that even if the outputs are not satisfactory for employees, permission of statements for staff can decrease their dissatisfaction (DeConinck, 2010: 1349).

Interactional justice

Contemporary to studies on procedural justice, Bies and Moag (1975) introduced interactional justice which focuses on interpersonal aspect of organizational actions especially behavior and communication between management and staff (Mokhtarianpour, 2008: 5). Contrary to procedural justice, interactional justice involves less official aspects of interactions (Deconinck, 2010: 1349). Interactional justice includes: fair, honest, kind, respectful and conservative treatment with staff, being sensitive to their personal needs, negotiating with employees on implementing job-related decisions and clarifying any decision on employee's job or task (Abdullahi and Rezakhani, 2009: 117). Interactional justice refers to the quality of behaviors among people felt by anyone (Jawahar, 2002: 813). An important issue in promoting justice feeling is to consider clear communication. A model provided by Day in his research indicates that respecting clear communications increases organizational justice aspects and, as a result, employees' job satisfaction level (Day, 2011: 488).

Happiness terminology and concept

In Persian and Arabian culture and literature, these concepts are considered for happiness: pleasure, joviality, freshness, gladness, cheerful, joy, contentment, inner propensity, anti-depression and so on (Panahi, 2009: 16).

In west, happy term means prosperity. A happy person conceives a positive feeling repeatedly. To describe such person, these phrases are used: happy positive effect, higher well-being (Zarei Matin and Haghgooyan, 2011: 15).

Happiness has some similar synonyms such as cheerfulness, mirth, joy, laugh, smile, enjoyment, and good news. Along with surprise, fear, anger, hate, and sadness, happiness shapes human main feelings (Atsunobu Suzuki, 2006:P709).

The founder of *Happy Club*, Lione Ketchin defines happiness in this way: "happiness is an inner well-being feeling which enables people to benefit their thoughts, intelligence, wisdom, awareness, common values and spiritual values" (Zarei Matin et al., 2009b: 6).

Schwarz and Strack believe that happy people are those who have an orientation in data processing toward happiness and joviality; that is, they process data so that leads to their happiness (Keshavarz and Vafaeian, 2007: 52).

Other definitions by researchers on happiness are outlined in table 1:

Happiness at work

Happiness in the format of satisfaction, well-being and positive attitude has been highly paid attention in psychological researches. Interest on happiness is extended to work experiences. Some concepts of organizational behavior are considerably related to a wide set of happiness-related concepts. Happiness in work includes job satisfaction. Evidences show that happiness has remarkable results for people and organizations (Fisher, 2010: 384).

Happiness at work is achieved when a person utilizes his/her capabilities and talents to meet his/her work targets. Talents include a set of mental and physical capabilities that are available differently inside any person. Inner capabilities are the existential capitals of any person that lead into a long run happiness feeling if they are utilized well (Zarei Matin and Haghgooyan, 2011: 19).

In one hand, the impact of different elements of social capital such as contribution in nonprofit organizations, volunteer jobs, collective/social contribution and trust on mental happiness is proved (Chang, 2009: 844). On the other hand, the results by Atkinson and Hall show that there is a relationship between the creation of happiness feeling among employees (due to work time resilience) and increase in their performance as well as volunteer job (Atkinson & Hall, 2011: 96-100). It is labeled "productive / happy staff" by Wright (Wright, 2006: 262).

Methodology

This is a descriptive (non-pilot) and correlation research and in terms of goal, it is an applied one. In terms of data gathering, it is a field survey. A questionnaire is used to collect data.

Statistical sample and population

Statistical population: in this research, two separate populations are studied: employees of Qom province Standard and Industrial Research Organization (35 staff) and employees of Qom city Jihad Agricultural Organization (65 staff).

Statistical sample: the sample volume in each population is determined by Morgan table. On this basis, the sample volumes are 32 and 56 for Qom province Standard and Industrial Research Organization and for Qom city Jihad Agricultural Organization respectively. Since some individuals did not cooperate, 30 and 52 questionnaires were gathered from Qom province Standard and Industrial Research Organization and Qom city Jihad Agricultural Organization respectively.

Research measuring tool

The aim of questionnaire was to collect employees' opinions. Therefore 2 separated questionnaires were devised. The first

questionnaire related to Oxford Happiness Questionnaire localized by elites. It consists of 20 items on the basis of Likert's 5 scales. The second questionnaire related Newhof and Mormon organizational justice questionnaire. It consists of 18 items on the basis of Likert's 5 scales. These 18 items were divided into three groups and each group studied one aspect of organizational justice:

- *Distributive justice*: the combination of results for items 1 – 5 and their averages;
- *Procedural justice*: the combination of results for items 6 – 10 and their averages;
- *Interactional justice*: the combination of results for items 11 – 18 and their averages.

Evaluating the validity and reliability of research tools

Validity means whether the questionnaire measures what it should measure or not. In present study, Newhof and Mormon organizational justice questionnaire and Oxford Happiness Questionnaire are used and they are provided to elites after localization. Their validity is also confirmed.

Reliability means that how many times the questionnaire achieves to same results. Chronbach's alpha is used to measure the reliability of each questionnaire. Alpha is a number between 0 and 1 which shows the reliability of the questionnaire. Numbers over 0.7 indicate that the questionnaire enjoys necessary reliability.

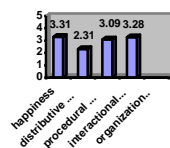
The results from SPSS show that Chronbach's alpha ratio for organizational happiness is 0.876. So, questionnaire reliability is accepted in a high level.

The results from SPSS show that Chronbach's alpha ratio for organizational justice is 0.932. So, questionnaire reliability is accepted in a high level.

Descriptive analysis of research variables

(A) Qom province Standard and Industrial Research Organization

Figure 1: the average variables in Qom province Standard and Industrial Research Organization



Qom city Jihad Agricultural Organization

Figure 1: the average variables in Qom province Standard and Industrial Research Organization



Testing questionnaire hypotheses

The real scores of studied variables by Likert's 5-scale is 1 – 5. Correlation coefficient is used to test the hypotheses. Single dominate test is used due to the orientation of hypotheses. Pearson's correlation coefficient is used to study the linear relation between studied variables. This coefficient is between +1 and -1. If its significance is also confirmed, it shows the relationship between studied variables. If the correlation coefficient is positive (direct), it shows a positive relation and if it is negative, it shows a negative (reversed) relationship. When

the intensity of such relationship is higher, correlation coefficient would be closer to two extremes (+1 & -1).

Qom province Standard and Industrial Research Organization

Testing the first minor hypothesis

By 95% confidence level, H_0 is rejected and the direct relationship between distributive justice and happiness is confirmed. The rate of correlation between both variables is 0.334 (relative and direct correlation).

Testing the second minor hypothesis

By 95% confidence level, H_0 is rejected and the direct relationship between procedural justice and happiness is confirmed. The rate of correlation between both variables is 0.337 (relative and direct correlation).

Testing the third minor hypothesis

By 95% confidence level, H_0 is not rejected and the direct relationship between interactional justice and happiness is not confirmed.

Testing the major hypothesis

By 95% confidence level, H_0 is rejected and the direct relationship between organizational justice and happiness is confirmed. The rate of correlation between both variables is 0.333 (relative and direct correlation).

Qom city Jihad Agricultural Organization

Testing the first minor hypothesis

By 95% confidence level, H_0 is rejected and the direct relationship between distributive justice and happiness is confirmed. The rate of correlation between both variables is 0.64 (mostly high and direct correlation).

Testing the second minor hypothesis

By 95% confidence level, H_0 is rejected and the direct relationship between procedural justice and happiness is confirmed. The rate of correlation between both variables is 0.674 (mostly high and direct correlation).

Testing the third minor hypothesis

By 95% confidence level, H_0 is rejected and the direct relationship between interactional justice and happiness is confirmed. The rate of correlation between both variables is 0.599 (mostly high and direct correlation).

Testing the major hypothesis

By 95% confidence level, H_0 is rejected and the direct relationship between organizational justice and happiness is confirmed. The rate of correlation between both variables is 0.698 (relative correlation).

Summary of Findings

To compare the status of research hypotheses in both organizations, the results are summarized in below table.

Side results

To study the conception of organizational justice and employees' happiness in studied population, the correlations between educational level and job background (as demographic variables) and research variables (organizational justice and organizational happiness) were studied.

Education variable was ranked in four level (high school diploma and lower, associate of art, B.A and M.A. and higher). Since the type of such variables is ranked-type and the type of organizational justice and organizational happiness is quantitative, one can use Pearson's correlation coefficient to study the relationship between these variables.

1. Qom province Standard and Industrial Research Organization

Studying the relationship between educational level and research variables

By 95% confidence level, H_0 is not rejected and the direct relationship between educational level and research variables is not confirmed.

Studying the relationship between job background and research variables

By 95% confidence level, H_0 is rejected and the direct relationship between job background and procedural justice is confirmed. The rate of such correlation is -0.396 which shows a relative and reversed correlation between both variables.

2. Qom city Jihad Agricultural Management Organization

Studying the relationship between educational level and research variables

By 95% confidence level, H_0 is rejected and the direct relationship between educational level and distributive justice is confirmed. The rate of such correlation is -0.297 which shows a relative and reversed correlation between both variables.

Studying the relationship between job background and research variables

By 95% confidence level, H_0 is not rejected and the direct relationship between job background and research variables is not confirmed.

Summary of Findings

To conclude and compare the results from side tests better, the results of such tests are outlined in below table:

Multivariable regression

In this sector and in order to study the relations between variables better, distributive, procedural and interactional variables are considered as independent variables and happiness is considered as dependent variable. They are modeled by using step – by – step linear regression on research data in the format of a predicted linear equation. By implementing regression in 95% confidence level, one can achieve following outcomes through SPSS software:

Agricultural Jihad Organization

Regression model on research variables for Qom Agricultural Jihad Organization:

$$\text{Happiness} = 2.268 + 0.283 \times (\text{procedural justice}) + 0.214 \times (\text{distributive justice})$$

Standard and Industrial Research Organization

No variable was competent to be entered into the model.

Both organizations total

By examining the software outcomes, it is recognized that:

- Both distributive justice and procedural justice are capable to enter the model; based on variance analysis table and obtained regression, P-Value (Sig) is less than 0.05 when they entered the model and it was acceptable in 0.95% confidence level. Another independent variable (interactional justice) was not competent to enter the model; therefore, two distributive and procedural justice variables are better applied in forecasting happiness.
- The determination coefficient of obtained model is relatively high and about 50% (due to strong correlation among research variables).
- The figures in column Beta show the relative strong prediction of regression equations with regard to the role of independent variables.
- It is outlined in the table of obtained model coefficients that P-Value (sig) is less than 0.05 for all final model ratios; thus, the final model is accepted in 95% confidence level.

Regression model on research variables for total both organizations:

$$\text{Happiness} = 2.201 + 0.280 \times (\text{distributive justice}) + 0.210 \times (\text{procedural justice})$$

Research variables explorative and confirmative factor analysis

Factor analysis is used to identify intrinsic constituents of research variables better. KMO index on achieved data from two organizational justice and happiness questionnaires shows that by greater than 0.85 rates, the sample quantity is sufficient for factor analysis. Likewise, Bartlett test (Sig – 0.000) shows the appropriateness of factor analysis to identify the structure (factor model).

Since affecting factors on happiness were not classified, affecting factors on happiness variable were classified in four aspects by an explorative factor analysis including:

1. Job Satisfaction;
2. Optimism (Positive Attitude) Toward External Environment;
3. Optimism (Positive Attitude Toward Internal Environment);
4. Sincerity & Cordiality With Partners;
5. Organizational Commitment.

More than 73% of happiness variance is explained by above five factors.

Regarding triple aspect of organizational justice variable, confirmative factor analysis was used by which previous classification (distributive, procedural, interactional) was highly confirmed. This three factors explain more than 72% of organization justice variance.

Conclusion and recommendation

Justice is fundamental need for human collective life during history. Today, by considering the prevalent role of organizations in human social life, the role of justice is revealed more than ever.

The relationship between organizational justice and staff happiness is a relative new issue studied in present research. As mentioned in research hypotheses, this study addresses to the relationship between organizational justice and staff happiness in the Institutes of Standard & Industrial Research of Qom province and Jihad Agricultural Management in Qom city. To study the conception of organizational justice and staff happiness in studied population, correlations between such variables as educational level and job background were compared to research variables (organizational justice and staff happiness).

As an overall finding, the results show that there is a positive and significant relationship between organizational justice and staff happiness at both organizations and research major hypothesis was confirmed.

According to research side findings, there was a reverse relationship between job background and procedural justice in province Standard and Industrial Research Organization while no significant relationship was observed between education and other aspects of organizational justice and job background and other research variables.

Likewise, regarding Qom city Jihad Agricultural Organization, the results show a reverse and significant relationship between education and distributive justice while no significant relationship was seen between education and other aspects of organizational justice and job background and other research variables.

Considering research findings, following recommendations are outlined:

- Considering the significance of distributive justice and staff happiness in both organizations and the necessity to understand the equality and justice in receivables that is also considered by social psychologists, it is recommended that organizational

managers use better and newer methods in the type and amount of payments in order to improve their employees' satisfaction.

- Considering the existence of a direct relationship between procedural justice and staff happiness in both organizations and the necessity to adopt fair trends in justice execution, it is recommended that organizational managers facilitate that all staff use laws and create enough opportunities for them to express their ideas. This mitigates their dissatisfaction partly in procedural justice aspect.

- Since research findings outline a direct and significant relationship between interactional justice and staff happiness in Qom city Jihad Agricultural Organization and considering its relationship with cognitive, emotional and behavioral reactions of management, it is expected that managers and supervisors of these organizations pay attention to the quality of treatment in interpersonal interactions and fair relations with their employees including honest and kind treatment with staff. As a result, by observing such behaviors and trusting their managers, employees would consider such behaviors as fair.

- Due to reversed relationship between distributive justice and employees' education in one of the organizations as well as reversed relationship between procedural justice and employee's job records in another organization, it is perceived that employees with higher education need more attention on fair payment. Skilful employees need more opportunity to provide their opinions in decision – makings.

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Table 1: happiness in other researchers' views

Researcher	Happiness definition
Bruno	Overall satisfaction of life in a complete and sustainable manner (Frey, 2000: 148)
Veenhoven	A degree upon which one judges about his/her life desirability (Bekhet, 2008: 12)
Argyle & Hill	Happiness is a multidimensional concept and involves affective and cognitive elements. Its three main elements include positive feeling or permanent enjoyment, satisfaction in higher than middle level and the lack of negative feelings (ibid)
Lyubomirsky	An equilibrium among positive and negative emotional experiences in a given time (Abedi and Mirzaei, 2006: 60)
Sheldon & Schkade	A happy and joy feeling by which one considers his/her life as meaningful and worthy (ibid).

Table 2: summary of research hypotheses test

Organization	Hypothesis	Sig	Status	Correlation coefficient
Standard and Industrial researches	1 st minor	0.035	Confirmed	0.334
	2 nd minor	0.034	Confirmed	0.337
	3 rd minor	0.137	Rejected	
	Major	0.036	Confirmed	0.333
Jihad Agricultural Management	1 st minor	0.000	Confirmed	0.640
	2 nd minor	0.000	Confirmed	0.674
	3 rd minor	0.000	Confirmed	0.599
	Major	0.000	Confirmed	0.698

Table 3: the summary of research side findings

Organization	Side variable	Relevant variables	Sig	Correlation coefficient
Standard and Industrial Researches	Education			
	Job background	Procedural justice	0.045	-0.369
Jihad Agricultural Management	Education	Distributive justice	0.034	-0.297
	Job background			

Table 4: Regression analysis on Agricultural Jihad Organization

Model Variable	Fixed	1st variable	2nd variable	3rd variable	Correlation Coefficient (R)	Determination Coefficient (R ²)	Sig
variable	Fixed	Procedural justice	Distributive justice	Interactional justice	0.712	0.507	0.000
Sig	0.000	0.003	0.027	0.750			
Beta	-	0.443	0.325	0.059			
Entrance status	✓	✓	✓	✗			
B	2.268	0.283	0.214	-			

Table 5: Regression analysis on both Organization

Model Variable	Fixed	1st variable	2nd variable	3rd variable	Correlation Coefficient (R)	Determination Coefficient (R ²)	Sig
Variable	Fixed	Procedural justice	Distributive justice	Interactional justice	0.681	0.464	0.000
Sig	0.000	0.003	0.002	0.985			
Beta	-	0.444	0.319	0.03			
Entrance status	✓	✓	✓	✗			

Table 6: Rotated Component Matrix^a

	Component				
	Job Satisfaction	Optimism Toward External Environment	Optimism Toward Internal Environment	Sincerity & Cordiality With Partners	Organizational Commitment
Question 1	.158	.197	.775	.223	-.016
Question 2	.140	.144	.168	.843	-.056
Question 3	.065	-.031	.110	.852	.290
Question 4	-.060	.200	.154	.294	.825
Question 5	.242	.436	.548	.175	.368
Question 6	.431	.470	.532	.223	.182
Question 7	.244	.161	.821	.039	.191
Question 8	.628	.108	.221	.063	.546
Question 9	.539	.291	.407	.295	.096
Question 10	.586	.165	.018	-.294	.570
Question 11	.637	.281	.520	.169	.151
Question 12	.565	.477	.234	-.045	-.043
Question 13	.753	.191	.247	.190	.024
Question 14	.779	.249	.098	.109	.111
Question 15	.446	.632	.066	.395	.024
Question 16	.210	.823	.080	.232	.202
Question 17	.207	.715	.367	-.065	.068
Question 18	.594	.319	.409	.041	-.159
Question 19	.451	.472	.445	.007	.125
Question 20	.236	.697	.296	-.072	.162

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 12 iterations.

Table 7: Rotated Component Matrix^a

	Factor		
	1	2	3
Distributive.1	.530	.552	.128
Distributive.2	.150	.888	.251
Distributive.3	.145	.905	.113
Distributive.4	.145	.774	.244
Distributive.5	.356	.652	.216
Procedural.1	.554	.229	.564
Procedural.2	.424	.309	.696
Procedural.3	.310	.282	.860
Procedural.4	.594	.232	.526
Procedural.5	.618	.251	.363
Interactional.1	.768	.102	.247
Interactional.2	.831	.104	.236
Interactional.3	.878	.114	.199
Interactional.4	.691	.328	.315
Interactional.5	.581	.362	.385
Interactional.6	.724	.443	.229
Interactional.7	.761	.307	.273
Interactional.8	.625	.438	.458

Extraction Method: Maximum Likelihood.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.