Full Length Research Paper

Study of the effects of organizational justice on organizational commitment

Hassan Givarian and Firouz Dindar Farkoush

Islamic Azad University, Tehran, Iran.

The purpose of this article is to investigate the effects of the dimensions of organizational justice on organizational commitment. On this basis, the main question and five hypotheses have been developed. The hypotheses are based on the conceptual model of research. Considering the nature of the statistical population and the temporal and spatial limitations, we have used the measurement method of research in our study. The selected sample from the 6000 strong statistical population (all the employees of the University of Medical Sciences of the province of Lorestan) consisted of 361 persons chosen by using the Morgan Table. Questionnaires were the tool employed for gathering information in the study. The first part of the questionnaire was devoted to sociological information, and the second part to gathering information about organizational justice. To evaluate the stability of the tools used in the research, the Cronbach's alpha method was used. The information gathered in the questionnaires was analyzed at the two levels of descriptive analysis (that is, the descriptive analysis of the data concerning the population and the analysis of the description of the data specific to the study) and inferential analysis.

Key words: Organizational justice, organizational commitment, Cronbach's alpha.

INTRODUCTION

All through history, one of the basic wishes of mankind has been to execute and achieve justice in the society; and different solutions have been suggested in the various human and divine schools of thought and ideas in order to clarify justice and establish it in the society. Plato believed that justice is realized when positions in the government are given to qualified persons (Hosseizadeh, and Nasseri, 2009; pp.18-23). Religions undertake to realize justice , in the wide sense of the word , in human systems of existence; to the extent that the messenger of God (Mohammad, may God send greetings to him) has been quoted as saying, "Countries can survive with blasphemy but not with injustice" (Akhavan, 2008: p. 51). Therefore, it is noted that justice, and its establishment, has been considered as a need for human societies. Abraham Maslow, the most prominent psychologist on the subject of incentives has raised justice as an almost basic need and has placed it in the same category with

equity, sincerity, and order; and has mentioned it as a basic precondition for satisfying needs (McDowall and Fletcher, 2004: pp. 8-29). Research has shown that just behavior on the part of organizations toward their employees usually leads to employees showing greater commitment toward their organizations, and to their behaving as more com-mitted citizens. On the other hand, those who feel there is injustice in the organization are more likely to leave it or to show lower level of organizational commitment, and may even start to exhibit abnormal behavior, as seeking revenge. Therefore, realizing that employees make judg-ments on justice in the organization, and knowing how employees react to felt justice or injustice, are among basic issues, especially in understanding organizational behavior (Hosseizadeh and Nasseri, 2009; pp. 18-23).

Statement of the problem

Organizations are social systems whose life and stability depend on the existence of a strong bond among their constituting parts and elements. Injustice and unfair

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*Corresponding author. E-mail: shahab.sham@gmail.com

distribution of achievements and gains of an organization will weaken the morale of the employees and will reduce their spirit of endeavor and exertion. Upholding justice is the key to the continuation and stability of the development and progress of the organization and its employees. Therefore, one of the main duties of the management is the preservation and development of just behavior in managers and the creation of the feeling in the employees that justice rules in the organization. Gaining suitable knowledge of the way the dimensions of organizational justice influence organizational behavior allows the managers to plan and manage more suitable actions for the purpose of developing the feeling in the employees that is justice in the organization (SeiedJavadin and Seiedreza, 2008).

Organizational justice covers three main areas: (1) distributional justice – this kind of of justice has its roots in the theory of equality, and it pays attention to the way employees react to unjust interventions and behaviors of managers and supervisors in the distribution of the facilities and rewards (bonuses) in the organization (Hosseizadeh and Nasseri, 2009: pp. 18-23) , (2) procedural justice-this justice is defined as , " Equity and equality in the methods, mechanisms, and processes used in determining the results of a decision" (Folger and Cropanzano, 1998: pp. 576-578), and (3) interactional (associative) justice- Baez and Mogue have defined this justice as the understanding each employee has concerning the quality of the way he is treated according to the establishing and enforcing of the organizational procedures. Organizational commitment can be simply defined as loyalty to the values and goals of the organization, the feeling of belonging to the organization and of dependence and moral duty to remain in the organization. Organizational commitment, as an outlook, can provide managers with useful information for planning, organizing, raising efficiency and level of performance, reducing absenteeism and tardiness (Maureen et al., 2006: pp. 576-578).

Considering the status and importance of organizational justice and organizational commitment, and their effects on the performance of the employees, the following topics were addressed in this research:

WHAT FACTORS OF ORGANIZATIONAL JUSTICE AFFECT ORGANIZATIONAL COMMITMENT?

Research hypotheses

The main hypothesis in this research is that organizational justice has a significant effect on organizational commitment.

Subordinate hypotheses of the study

i) Distributional justice has a significant effect on the organizational commitment of the employees.
ii) Procedural justice has a significant effect on the organizational commitment of the employees.
iii) Interactional justice has a significant effect on the organizational commitment of the employees.

Conceptual definitions of the variables

Organizational justice means how the employees should be treated to feel they are treated justly.

Procedural justice means the justness of the formal policies of the organization and of the procedures used in determining consequences (McDowall and Fletcher, 2004: pp. 8-29).

Distributional justice; in this case, it is claimed that the employee of the organization compares the ratio of the inputs he brings in and the output he receives with the corresponding ratio of another person in a similar position; and that if he feels these two ratios are not equal, he will feel injustice is committed against him.

Interactional justice includes a method by which organizational justice is served by supervisors to those they are in charge of, and it is related to the aspects of the process of interaction (politeness, sincerity, respect) between the dispenser and the recipient of justice (Hosseizadeh and Nasseri, 2009: pp.18-23).

According to this definition, organizational commitment is the relative ability to determine the identity of the employee through his presence in the specific organization. This definition has the three following concepts:

i) Strong trust in accepting the goals of the organization
ii) Eagerness to make considerable efforts in the organization.
iii) Inclination to remain a member of the organization (Mowday, 1998: pp. 1-18).

Operational definitions of the variables

The score made on the questionnaire is considered as the score of organizational justice.

The score made on the questionnaire of standard organizational commitment is considered as the score of the organizational justice.

The research model can be visualized in Figure 1. The relationship between justice, personal and organizational components show in Figure 2.

THEORETICAL BASES OF ORGANIZATIONAL JUSTICE

Discussion about justice and investigation of its forms and nature are matters having a long history. The roots of this discussion can be found by referring to ancient times,
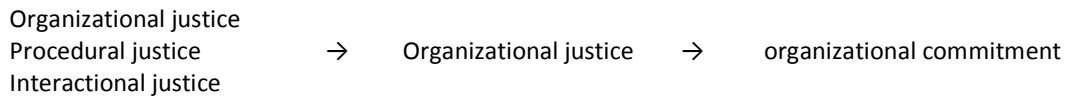
Organizational justice
Procedural justice   →   Organizational justice   →   organizational commitment
Interactional justice

Figure 1. The research model

Organizational consequences: Work performance
  The value of the consequences

Organizational actions: Behavior of the organizational
Following the rules of justice   Recognized justice: citizen
The quality of the interaction   distributional
And relationships   procedural
                                           Interactional   Contrary- to- expected
The features of the person   behavior at workplace
Recognizing justice

                                                           Attitudes and feelings
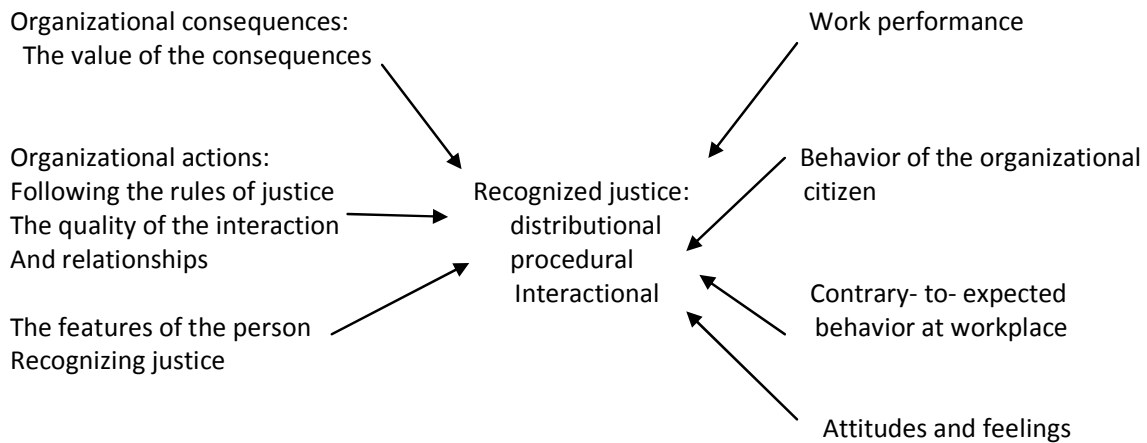
Figure 2. The relationship between justice and personal and organizational components (Hosseizadeh and Nasseri, 2009: pp.18-23).

to the myths, and to the conduct of gods. Gradually, numerous gods are replaced by one; and man assumes the basic role. Nevertheless, as far as organizations are concerned, management and studies and early research on justice go back to the early 1960s and to the works of J. Stasy Adams. Organizational justice has attracted the attention of researchers in the last four decades. According to a report in the published sources in this area, up to the year 2001, about 400 applied studies and more than 100 basic studies conducted on the questions of equity and justice in organizations have been registered (Ladipo, 2004). Justice has always been accompanied by some kind of moral judgment. Therefore, justice is typically considered to be something relative. Theorists consider justice to be specific to man, and believe that justice and injustice result from the modes of action of mankind. Marx was of the opinion that it is not possible to establish real justice in the present societies. Nevertheless, in communist societies where everyone works as much as he can and receives as much as he needs, one can witness that justice has been established. Therefore, omission of public ownership and division of labor are among the basic conditions of the establishment of injustice.

In the socialist ideology also, justice basically means distributive justice or justice in the distribution of products, opportunities, and association. Stated more accurately, in this outlook, justice is simply solved (achieved) through

logical economics. In this school of thought, the best means of preventing oppression and injustices in the society is to have a powerful and centralized institution (organization).

Contemporary liberalistic thought also recommends the preservation and protection of basic personal rights, and justice has a guilds or unions aspect. This justice most often leads to a profit seeking attitude. Rowels consider justice to be the omission of unjustified power and the establishment of a real balance between conflicting wishes of men within the structure of a social institution. He believes that justice should not be imagined as an image comprising all of the qualities of a good society, but rather only as one part of this idea and concept (Sedighian, 2007).

One of the difficulties confronted in the discussions of justice is the ambiguity in its definition and its meanings. There are many meanings for every aspect of justice, the most important of which is probably that justice is derived from a root word in Persian which, in Persian culture, means scale, fairness, and equilibrium, besides having other meanings as, intention, perseverance, middle, equity, and so forth. The French and English equivalent of justice is justitia. That which, in the definitions of the word justice, is closer to our purposes, is the concept of justice meaning equality and sameness, fairness and equity, honest and correct judgment, and other concepts of this kind (Akhavan Kazemi, 2003: p. 27).

Justice in organizations

Some authorities have named the theory of equality as the theory of the expansion of justice. Expansion of the role of the theory of equality in explaining attitudes and behavior of employees in the 1970s led to an area of research called justice in organizations.

Organizational justice means in what ways should employees be treated so as to feel that they are receiving just treatment; or, in other words, organizational justice is known as an attempt in explaining the role of justice at the work place (Ladipo, 2004).

Just behavior of organizations toward their employees usually leads to greater commitment of employees to their organizations, and hence there will be fewer consequences as leaving the organization, absenteeism, shirking, and feelings of seeking revenge against the organization.

The importance of justice and its consequences

Considerable research has been conducted on organizational justice covering numerous management topics. Nevertheless, the importance of justice in service organizations in management article has recently attracted attention; and research supports the idea that service organizations, due to the intangible nature of their services, should pay attention to justice when they are managing services to customers; and hence, discussions on justice gain more importance. Consequently, customers, when judging the quality of the service, give more importance to the other factors related to the process of delivery, as justice; and according to Collins and Pross, basic values are always the guiding principles and the essence of organizations. Therefore, one of the views concerning the importance of justice is based on the role of justice as a basic organizational value.

The question **"why is justice important"** (which is raised in discussions concerning organizational justice), has been dealt with in research conducted by Linder and Tyler. Researchers have identified the two models of personal gains and group values. In the personal gains model, the importance of justice is justified by stating that justice makes it possible to maximize personal income – that is, people value just procedures. In the group values model, it is declared that justice is important, because employees, through recognizing the just behavior of the supervisors towards them, acquire information about membership and group identity (Folger and Cropanzano, 1998). Roycad has introduced a third route to show the importance of justice: he considers justice as a moral feature, states that justice relies on abstract moral principles, and that people are sensitive to justice because of their respect for human values (Ambrose and Schminke, 2003: p. 301).

Fair and just treatment of people causes them to change their individual behavior to a collective one; and general judgments indicating fairness and justice replace trust in mutual inter-personal relationships (Rezaeeyan, 2011: p. 332).

In the literature on justice, a positive relationship between organizational commitment and justice has been documented; and the combination of the findings indicates that justice has the strongest correlation with job satisfaction. Floger and Cropanzano (1998) noticed that it is a negative relationship between leaving the organization and justice (Allen, 1991, p. 52).

Sensing the presence of injustice in organizations causes an increase in the frequency of unsuitable or self-defeating behavior among employees, as an increase in tiredness, absenteeism, and resistance to change (Rezaeeyan, 2011: p. 332). However, Bicetrip (1996) considered sabotage as a logical response meant to prevent future injustice.

Justice and the theory of equality

There are many cases where employees and members of an organization may compare the energy they spend with the work and the efforts of their colleagues; and it ishere that the question of equality or parity arises. Three frameworks of reference are always taken into account: "the others", "the system", and "the self".

According to the theory of equality, if a person feels he has been treated unjustly, he will act in one of the following five ways:

i) He will decrease the level of his activity and will not exert himself sufficiently
ii) He will change the volume of production
iii) He will revise his thoughts and perceptions
iv) He will change the thoughts and perceptions of others toward himself
v) He will leave the organization.

Theories on organizational justice

Greenberg (1996), in his book titled "Searching for Justice at Workplace", divides the theories on organizational justice into two independent dimensions; (1) action, reaction, and (2) process, content. Table 1 shows the aforementioned categories together with the most important theories in each one.

It must be mentioned that other components have been suggested for organizational justice, as emotional justice, observational justice, linguistic justice, rehabilitative justice, corrective justice, and system justice.

Components of organizational justice

1. Distributional justice: On the basis of this model, the main principles of distribution are equity, parity and need.

Table 1. Classification of concepts on organizational justice (Hosseizadeh and Nasseri, 2009: pp.18-23).

Theory		The content , process dimension	
		Content	Process
The action- reaction dimension	Reaction	Adam′s Equity Theory (1965)	The theory of Procedural Justice of Tibato and Wagner (1975)
	Action	The theory of Just Judgment of Leventhal (1976-1980)	The theory of Allocation Priority of Leventhal and Cruise Locry (1980)

2. Procedural justice means the justness of the formal policies of organizations and the procedures used in determining consequences (outputs). This model is known as the personal interest or the instrumental model. Leventhal (1980) specified the following six rules for establishing just procedures: (1) the rule of stability, (2) the rule of preventing prejudice and spite, (3) the rule of correctness, (4) the rule of ability, (5) the rule of being representative, and (6) the rule of being moral.

3. Interactional (associational) justice includes a method by which organizational justice is served by supervisors concerning those they are in charge of.

Bies and Moag (1986) suggested that inter-personal behavior is a concept different from the procedures established; and they called this aspect of justice "interactional justice". They believed that, contrary to procedural justice which affects organizational consequences, this aspect of justice affects personal consequences; and they proposed the following four features for just interactional behavior: (1) truthfulness, (2) respect, (3) the right to question, and (4) justification. Williams and Karriker (2009) also, in his research, supported the division of interactional justice into the informational and the interpersonal components.

Factors effective in recognizing justice

Recognition of justice is influenced by: (a) consequences the person receives from the organization, (b) the organizational procedures (the procedures and the quality of the interactions), and (c) the features of the person recognizing justice.

The main obstacles encountered in achieving justice in organizations

Despite the long history of the attention paid by organizations to the importance of justice, and inspite of persistent efforts made to achieve it, there are few organizations that have been completely successful in attaining the requirements of establishing justice. One of the reasons for this failure is that is no single theory on organizational justice.

Justice must result in equal distribution of opportunities and just social positions in the society; that is, along with the expansion of economic justice, there must be an expansion of justice in the distribution of political and cultural opportunities, as well. The obstacles met in attaining justice in organizations are reported to be as follows:

i) Goals and strategies are not defined with justice as their pivot.
ii) Technology and organizational justice
iii) The size of the organization and the possibility of serving justice in it
iv) The power structure and the control and organizational justice
v) Culture and language

Conscious obstacles in the way of attaining justice include interest groups who consciously, and sometimes through illegal means, try to increase their own profits. Interest groups can prevent the establishment of justice by encouraging and discouraging, by legally using their influence, by exerting influence through controlling votes , and by lending their support in election campaigns (Alvani and Danayee 2002). Nevertheless, the second class of obstacles in the way of establishing justice in organizations are misunderstandings that people are unconsciously trapped in when making inferences and on which basis they adjust their vocational actions and behavior.

Expected justice or injustice

If a person is unjust, he will meet injustice. This phenomenon proves "confirmed prejudice"- one sees what he expects to see .Therefore, if the essence of a person′s expectations is that he will be justly, or unjustly, treated, then it is said that justice or injustice is expected. Expected justice is like the concept of "trust", as injustice is considered to be the equivalent of "distrust" or fear.

It can be said that the results of making unjust (distributional injustice, are procedures of unjust decision making or having unjust inter-personal behavior (interactive injustice). Injustice has numerous effects ,

some of which are as follows:

i) Increase in the probability of expecting injustice among the members of the organization.
ii) Increase in the probability of recognizing many types of injustice.
iii) Increase in the frequency of self-defeating behavior among the members of the organization, as tiredness, absenteeism, and resistance to change.
iv) Creation of a new culture (for example, the culture of backbiting) with the erosion of initial, pivotal beliefs under the influence of behavior doomed to failure (Rezaeeyan, 2011: p. 332).

THEORETICAL BASES OF ORGANIZATIONAL COMMITMENT

The efficiency and development of any organization depend on the correct use of human resources. During the past decades, the question of organizational commitment has enjoyed an important position in research concerning organizational behavior. One of the main and basic reasons for interest and attention is that organizational commitment, as an outlook and attitude towards work, is able to predict the possibility of employees leaving the organization and to provide managers with useful information for planning and organizing personnel. Having managers and employees in whom the values and goals of the organization have been internalized (and who consider these values and goals as their own) , creates this certainty that people will inwardly try to secure the interests of the organization. Another reason for the attention and interest shown to organizational commitment is that it enjoys a strong theoretic basis, a meaningful coherence, and a far-reaching focus.

Organizational commitment is the extent to which the members of the organization identify themselves with it, and participate in it. In other words, the person committed to an organization, has the following signs:

i) Is not prejudiced.
ii) Relies on correct and sound information.
iii) Considers the interests of all those working for the organization.
iv) Can be improved.
v) Has a moral standard.
vi) Develops sustainable and consistent distribution and allocation (Folger and Cropanzano, 1998, p. 85).

Types of commitment

Different types of commitment have been suggested. Hersey and Blanchard (2005) have proposed five types of commitment: (1) commitment to the organization, (2) commitment to people, (3) commitment to work, (4) commitment to oneself, and (5) commitment to customers. They have also divided the commitment to work into different types.

Is organizational commitment one-dimensional or multi-dimensional?

Porter defines commitment on the basis of the general power of identification (identity determination) and the participation of the individual in the organization. In this point of view, commitment is looked at as a one-dimensional concept that is focused only on emotional commitment.

It has been years since thinkers changed our understanding of organizational commitment to one of looking at it as a multi- dimensional concept capable of being considered in justifying the behavior of the individual, and its continuance, at the workplace (Mowday, 1998).

Levels of commitment and its consequences

The models of multi-dimensional commitment based on the views of the following scientists are presented in Table 2: Erily and Chatman's model, Meyer and Allen's model, Angel and Perry's model, Meyer and Shoreman's model, and Penley and Cold's model.

Factors related to organizational commitment

Studies have shown that many factors are related to organizational commitment. Some researchers consider organizational commitment to be a dependent variable while others think of it as an independent variable. If it is considered as a dependent variable, then the factors influencing it can be divided into four classes as follows:

1. Personal factors: Among these factors can be mentioned the sex, level of education, the need for self-identification (Ambrose and Schminke, 2003: pp. 46-52), marital status, years spent in the organization, age and work experience had more correlation with employees' organizational commitment.
2. Work-related factors: Job satisfaction is one of these factors. Norman and Wu (2006) consider the relation between job satisfaction and organizational commitment to be a mutual and positive one. Job advancement opportunities (Shore and Wine, 1993), job status and pro-fessional independence, work stress and job enrichment are also effective factors with regard to organizational commitment.
3. Organizational factors: The decentralization structure of the organization: in organizations where there is greater decentralization, decisions are made at lower

Table 2. Levels of commitment and their consequences (Givrian et al., 2010: p. 25).

Different level of commitment	Organizational effect	
	Positive	**Negative**
Low	Employees who have weak performances and who cause interruptions in the operations of the organization leave , the languages used in the organization are reduced , the morale of the remaining personnel improves , and there will be opportunities to attract and employ more suitable people to work for the organization	Quitting the organization , tardiness and more absences , loss of the inclination to remain in the organization , lower quality and quantity of the work done , lack of loyalty of the employees to the organization , engaging in illegal activities against the organization , and limited control of the organization on its employees.
Average	Increased taste in the employees to work in the organization, decrease in the inclination to quit the organization, fall in the incentive to work, and greater job satisfaction.	Creation of a balance between the expectations of the organization and non-organizational demands on the part of the employees, and possible decrease in the effectiveness of the organization.
High	Having a stable and reliable workforce , acceptance of the organization′s request for more production and a higher level of activity by the employees , creation of a higher level of competition and performance , and realization of the goals of the organization	Lack of flexibility, creativity, innovation, adjustment to the organization, prejudicial trust and confidence in the past policies and procedures of the organization; immoral and probably illegal activities of the committed employees of the organization in securing their interests.

levels of the organization, and employee show more organizational commitment.

Mcneeze Sneat stated that leadership is a relationship between some of the leadership behaviors of the managers, as challenging processes and empowering employees, and organizational commitment. An employee with negative commitment seeks to leave the organization and feels he does not progress in it. Employing the change-oriented leadership will reduce behavior among employees (Leach, 2005). Other organizational factors which should not be ignored include the quality of the relationship between employees and supervisors, participation of employees in decision making, coordination between the goals of the managers and the employees, freedom of action of the employees at the workplace, the way promotion systems work, employees′ recognition of the support of the organization, and values and goals (Shore and Wine, 1993).
4. Supra-organization factors: If there are employment opportunities outside of the organization, this will negatively affect employee commitment.

Ties between the individual and the society, as the relationship with his family or other ties between him and the society will also influence emotional commitment (Tallman and Bruning, 2005). And finally, productivity and quitting the organization can be considered as independent variables of organizational commitment.It has also been shown commitment to work is effective in empowering employees (Asgharpoor, 2004 , pp. 27-28).

METHODOLOGY

This study is of the applied research kind, as far as its goals are concerned. On the other hand, from the spatial point of view , this study is of the field study kind, because research data is gathered in the framework of the society , or a statistical sample of the society, and by being present in the society and through using questionnaires.

The society studied consists of all the employees of the Medical Sciences University of the province of Lorestan in the year 2010.

Sample

In this study, the method of random sampling was employed. Kerjessie, Morgan, and Cohen′s tables was used to determine the volume of the sample. Since there were 6000 employee in the statistical population of the Medical Sciences University of Lorestan, according to Morgan′s table, the volume of the sample in this study consists of 361 people (who completed the questionnaires concerning the variables of the study).

Measurement tools

In this study, the closed-answer questionnaire was used as the The personal information questionnaire included questions on the sex, age, years of service, marital status, kind of of employment, and educational degree of the respondents.

There are 20 questions in the organizational justice questionnaire: procedural justice (questions 6 through 11), distributional justice in carrying out duties (questions 1 through 5), interactive justice (questions 12 through 20) measure organizational justice.

We employed the Cronbach alpha method in this study. To calculate the coefficient of Cronbach′s alpha, first we had to calculate the standard deviation of the scores relating to each subset of the questions in the questionnaire, and the total standard deviation of all the questions (subset 5); and then use the following formula to determine the coefficient of alpha for each subset of the questions:

The coefficients of alpha obtained for the components are as

Table 3. Statistics concerning the variable studied.

Statistic	Organizational commitment	Organizational justice		
		Distributional	Procedural	Interactive
Mean	3.43	2.84	2.60	2.90
Standard deviation	0.450	0.064	0.063	0.064
Median	4	2	2	4
Power	0.864	1.222	1.189	1.218
Standard deviation of the variance	746	1.493	1.413	1.484

follows: the organizational justice: 0.9466, the distributional justice: 0.82, the procedural justice: 0.80, the interactive justice: 0.79 and the organizational commitment: 0.8746.The high final coefficient of the test signifies the reliability of the measurement tool.

The collected data is analyzed by using the suitable statistical methods, and also by employing the SPSS software to determine the descriptive data. The hypotheses of the study will also be tested on the basis of the regression analysis method, the calculation of the correlation coefficient, the use of the regression testing method, and the calculation of the coefficient of determination.

The correlation analysis method was used to investigate and test the opinions of the members in the sample (Table 3).

The matrix correlation method was used and the statistical hypothesis test was conducted on the correlation coefficient by employing the SPSS statistical software to perform the inferential analysis (Table 4).

RESULTS

H_0: Organizational justice does not significantly influence organizational commitment.
H_1: Organizational justice significantly influences organizational commitment.

Concerning the main hypothesis of the study, on the basis of which organizational justice is the independent variable and the organizational commitment of the employees is the dependent variable, the results of the Fisher's test of variance analysis are presented in Table 5 As can be seen in Table 5, comparison of the significance level of 0.000 with the test error level of 0.01 shows that, based on the opinions of the employees, the relationship between the employees' recognition of justice in the organization and their organizational commitment is significant at the level of confidence of 99%.

Therefore, the first hypothesis of the study is substantiated.

Results of the calculations of the coefficients of the regression equation and the coefficient of determination between organizational justice and organizational commitment are also presented in Table 6.

Results of Table 5 show that the direction of the relationship between organizational justice and the commitment of the employees is positive (straight), that, on the basis of sig.=0.000 for distributional justice, it is clear the intensity of the effect of this independent variable on the dependent variable of organizational com-

mitment is significant at the error level of 1%, and that, on the basis of the coefficient (R) , the intensity of the relationship between the two variables is 0.5089.

H_0: Distributional justice does not significantly affect the commitment of the employees.
H_1: Distributional justice significantly affects the commitment of the employees.

In this hypothesis, distributional justice is the independent variable and the organizational commitment of the employees is the dependent variable. To test this research hypothesis according to Fisher's variance table, the step-by-step method of regression analysis is performed, and the test statistics are calculated, to obtain the results of Table 7

According to Table 7, by comparing the significance level (sig.=0.001), which indicates the probability of the acceptance of hypothesis H_0, with the test level (a=0.01), it becomes clear that, on the basis of the opinions of the employees, the relationship between the employees' recognition of distributional justice and their commitment to the organization is significant at the confidence level of 99%. Therefore, the first subordinate hypothesis of the study is substantiated at the 99% confidence level.

H_0: Procedural justice does not significantly influence the organizational commitment of the employees.
H_1: Procedural justice significantly influences the organizational commitment of the employees.

In this hypothesis, procedural justice is the independent variable and the organizational commitment of the employees is the dependent variable. To test this research hypothesis according to Fisher's variance analysis table, by performing the step-by-step regression analysis, and by calculating the test statistics, Table 8 is obtained.

According to Table 8, by comparing the significance level (sig.=0.000), which shows the probability of accepting accepting the hypothesis H_0 , with the test error level (a=0.01) , it becomes clear that, on the basis of the opinions of the employees, the relationship between the recognition of procedural justice and the organizational commitment is significant at the level of confidence of 99%. Therefore, the second subordinate hypothesis is

Table 4. Analysis of the correlation matrix.

Organizational commitment	Interactive justice	Procedural justice	Distributive justice	Variable/variable
			▬▬▬▬▬▬	Distributive justice
			▬▬▬▬▬▬	
			—————	
		▬▬▬▬▬		Procedural justice
		▬▬▬▬▬		
		—————		
	▬▬▬▬▬			Interactive justice
	▬▬▬▬▬			
	—————			
▬▬▬▬▬				Organizational commitment
▬▬▬▬▬				
————				

Correlation is significant at the 1% and 5% error levels.

Table 5. Results of the analysis of variance according to Fisher's test of variance.

Significance level (sig.)	Statistics	Mean of squares	Degree of freedom	Sum of squares	Model
0.000	372.616	77.217	1	77.217	Regression
		0.217	359	74.396	Error
			360	151.613	Total

Table 6. Results of the calculations of the coefficients of the regression equation and the coefficient of determination between organizational justice and the commitment of the employees.

Significance level (sig.)	Statistics (t)	B	Standard deviation	B	Model
0.000	14.075		0.101	1.418	Constant coefficient (a)
0.000	19.303	0.714	0.034	0.650	Organizational justice

Table 7. Fisher's variance analysis for the first subordinate hypothesis.

Significance level (SIG)	Statistics	Mean of squares	Degree of freedom	Sum of squares	Model
0.001	81.675	28.100	1	28.100	Regression
		0.344	359	123.513	Error
			360	151.613	Total

Table 8. Fisher's variance analysis for the second subordinate hypothesis.

Variance analysis (ANOVA)					
Significance level (SIG)	Statistics	Mean of squares	Degree of freedom	Sum of squares	Model
		33.185	1	33.185	Regression
0.000	I00.598	0.330	359	118.428	Error
			360	151.613	Total

substantiated at the level of confidence of 99%.

H_0: Interactive justice does not significantly affect the organizational commitment of the employees.

H_1: Interactive justice significantly affects the organizational commitment of the employees.

In this hypothesis, interactive justice is the independent

Table 9. Fisher's variance analysis for the third subordinate hypothesis.

Variance analysis (ANOVA)					
Significance level (SIG)	Statistics	Mean of squares	Degree of freedom	Sum of squares	Model
		123.274	1	123.274	Regression
1.562E3	0.000	0.079	359	28.339	Error
			360	151.613	Total

variable and the organizational commitment of the employees is the dependent variable. To test this research hypothesis according to Fisher's table of variance analysis, the step-by-step regression analysis was performed, and the test statistics were calculated, to obtain the results of Table 9.

According to Table 9, by comparing the significance level (sig.=0.000), which shows the probability that the hypothesis H_0 will be accepted, with the test error level (a=0.01) , it becomes clear that the relationship between the recognition of interactive justice by the employees and their commitment to the organization is significant at the confidence level of 99%. Therefore, the third subordinate hypothesis of the study is substantiated at the confidence level of 99%.

Conclusions

Considering that the quality of treating people in interactions and relationships has an important effect on their recognition of the justness of procedures and distribution of rewards and in the end on their organizational commitment, we suggest that managers, and those in charge, should pay close attention to this point and to show special care and sensitivity in the way they treat their employees in their daily interactions and work-related relationships and pay particular attention to justice and equity in their interactions with the employees of the organization so that employees better recognize the justness of the procedures and the fairness of the distribution of rewards.

Since, a part of, the expectations of people originates from their past experiences, expected injustice most probably will be affected by past injustices. One of the important modifiers is the provision of clear information (in which there is no trace of ambiguity) on the future of the organization. Expected injustice means that one expects unjust behavior.

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