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Impact of Organizational Justice Perceptions on Job Satisfaction and Organizational Commitment: The Iranian Sport Federations Perspective

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ABSTRACT

The present study explores the impact of organizational justice perceptions on job satisfaction and organizational commitment in Iranian sport federations' employees. The results indicate that organizational justice affects directly employees' overall organizational commitment and overall job satisfaction didn't mediate this effect; procedural justice has a direct effect on overall job satisfaction; and both distributive justice and interactional justice have a direct effect on overall organizational commitment; procedural justice as well as interactional justice have a direct effect on satisfaction with coworker and supervisor; distributive justice has a direct effect on continuance commitment and interactional justice has a direct and an indirect effect on affective commitment. Theoretical and practical implications of the results are discussed.

Keywords: Organizational Justice, Job Satisfaction, Organizational Commitment, Sport Federations

INTRODUCTION

Justice as a basic requirement for human social life has always been throughout history. Today due to the pervasive role of multilateral organizations in the social life of human, the role of justice in organizations is more pronounced. Today's organizations are the miniaturization of community and justice realizing in that could be a justice constitution in the community [1].

Organizational researchers have declared that organizational justice is a necessary demand for effective organizational management. Perceived organizational justice in the is predicted to influence employees' sentiments toward their job and workplace meaningfully [2]. Many companies were also encountering intense challenge of improving the employee's job satisfaction, organizational commitment to gain the competitive predominance and maintenance of key employees in the organization [3]. Organizations' managers must be able to make justice perceptions on employees at their organization if ask the progression and improvement in it [1]. Prosperous organizations realized that maintenance of employee was considerable to support their leadership and growth in the bazaar [4].

Therefore, would be trying to improve the quality of human resources; because this action will benefit both the organization and is also beneficial to individuals. Loyal human resource, satisfied, consistent with the objectives and organizational values and tends to maintain a membership organization that has activities beyond the prescribed duties, can be an important factor in organizational effectiveness. Existing such a force in the organization is along

with improvement of performance levels and decreasing rates of absenteeism, delay and staff turnover and give the best social seems of the organization prestige and provides the context for organization growth and development. Conversely, human resources, with low level of satisfaction, organizational commitment to justice and less inclined to leave the organization, not only move in order to achieve organizational goals, but also are affecting in ignorance of the organization's problems and between other colleagues. So in the last three decades it is great attention to this and other related aspects research field [5].

Therefore one of them ain tasks of managing is maintaining and developing a fair behavior between managers, and employee's justice feel. Justice, particularly in the many behaviors of management of staffs (rewards distribution, supervisory relations, promotion and appointment) is important for employees. in the process of fair behavior development and more importantly in shaping their sense of justice, it is important to understand how to influence behavior based on a scale of justice, satisfaction, staff motivation and commitment. With access to proper understanding of how to influence organizational justice on various aspects of job satisfaction and organizational commitment, manager's enables to planning and managing appropriate measures in order to develop a sense of justice in their organizations. Therefore, the aim of this study is to achieve this understanding through an experimental test of the effect of each dimension of organizational justice on dimensions of job satisfaction and organizational commitment [6].

Literature Review

Organizational justice is a concept expressed perceptions of employees about the extent to which they were treated fairly in organizations [7, 8] and how such perceptions influenced organizational outcomes [8]. Majority of the early organizational justice researches concentrated upon the two factor justice model: distributive justice and procedural justice. Distributive justice is referred to an individual's feeling of the justice, fairness or suitability of an allocation decision's outcome. Procedural justice is an relevance of the procedures used to distribute the outcome [9]. But, we aim that investigate another factor: interactional justice is associated with employees' perceptions about the attitude they have received during the organizational procedures' application [10].

As we mentioned above, justice perceptions also have been linked to important outcome variables such as job satisfaction and organizational commitment [2, 3, 6, 11-23].

Although some reports showed insignificant relationship [5, 17, 19], but most studies found that organizational justice is positively related to job satisfaction [2, 5, 13, 16-18, 21] and organizational commitment [6, 13, 17, 21], and also job satisfaction is positively related to organizational commitment [6, 13, 17, 23]; so in a general model we presumed that organizational justice has a direct effect on job satisfaction and organizational commitment, and job satisfaction has a direct effect on organizational commitment, and so organizational justice has a indirect effect on organizational commitment (model 1).

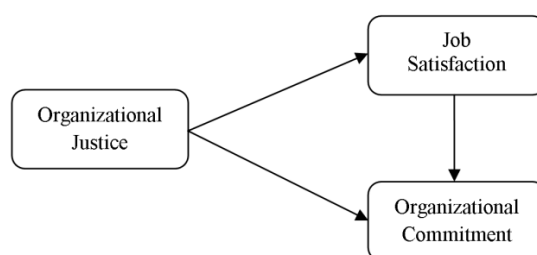


Figure 1. Conceptual model 1: General impact of organizational justice on job satisfaction and organizational commitment.

Job satisfaction is the degree of relationship of an employee has for his/her job [13]. Organizational commitment is the behavior took shape as a result of persons' relationship with the organization and brought about them to decide to become a fixed member of the organization [24]. Three dimensions of organizational commitment constitute: 1) Affective commitment (emotional attachment) is explained as the emotional desire on the part of organization's employer to stay in the organization because of identifying themselves with the organization; 2) Continuance

commitment (cost-based) can be clarified as the situation that employees aim to stay in the organization with the belief that their job opportunities will be limited and they will suffer financially if they leave the occupation; 3) Normative commitment (obligation) can be described as the state that employees do not leave the job due to a moral responsibility [24].

Reports indicated that distributive and procedural justices were influential in predicting employees' job satisfaction [3, 11, 12, 20, 25] and organizational commitment [3, 11, 12, 20, 25, 26], as it found that distributive justice was significantly related to satisfaction with pay, promotion, the performance appraisal, and organizational commitment while procedural justice were related to satisfaction with supervision, self reported performance appraisal rating, performance appraisal, commitment, and job involvement [27] suggesting that by implementing just and firm rules and awards to all employees based on work and competence without personal tendency, would have a positive procedural and distributive justice perception, leading to a higher satisfaction, commitment and involvement. Some reports showed that procedural justice is a more important predictor of job satisfaction than distributive justice [25]. Some studies also found that moreover significant positive relationship of distributive and procedural justices with job satisfaction [6, 16] and organizational commitment [6], the interactional justice had a same status [6, 16] or the study in I.R.Iran Sport Organization (Ministry of Sport and youth) found that organizational justice and its three dimensions (distributive, procedural and interactional justice) had positive significant relationship with organizational commitment [19] and job satisfaction (unpublished data). So, in a partial-general model we presumed that organizational justice dimensions (distributive, procedural and interactional justice) have a direct effect on job satisfaction and organizational commitment, and job satisfaction has a direct effect on organizational commitment, and so organizational justice dimensions have an indirect effect on organizational commitment (model 2).

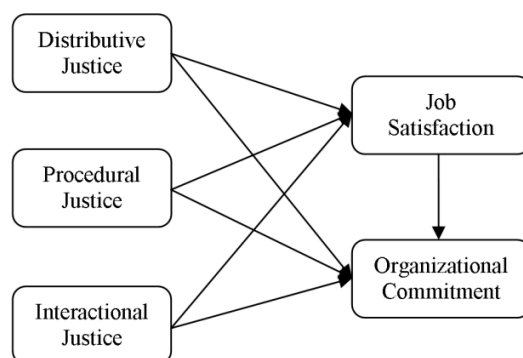


Figure 2. Conceptual model 2: impact of organizational justice dimensions (distributive, procedural and interactional) on job satisfaction and organizational commitment.

Beside, less is known about direct and indirect impact of organizational justice dimensions on job satisfaction dimensions and organizational commitment dimensions and also job satisfaction dimensions on organizational commitment dimensions; The multiple regression analysis study in I.R.Iran Sport Organization (Ministry of Sport and youth) found that organizational justice and its three dimensions (distributive, procedural and interactional justice) had positive significant relationship with organizational commitment's three dimensions (affective, continuance and normative commitment) [19] and job satisfaction's five dimensions (satisfaction with work, coworker, promotion, payment, and supervisor) (unpublished data). Another study showed that dimensions of organizational justice (distributive, procedural and interactional justice) have significant multiple relations with overall job satisfaction and its dimensions (satisfaction with work, coworker, promotion, payment, and supervisor) [16]. However the dimensions of organizational commitment didn't investigate, but a path analysis study revealed that distributive justice had a significant impact on overall organizational commitment, job satisfaction and satisfaction with promotion, payment, and supervisor; both procedural and interactional justice have a meaningful effect on overall organizational commitment, job satisfaction and satisfaction with work, coworker, and supervisor [6]; so that, we designed model 3.

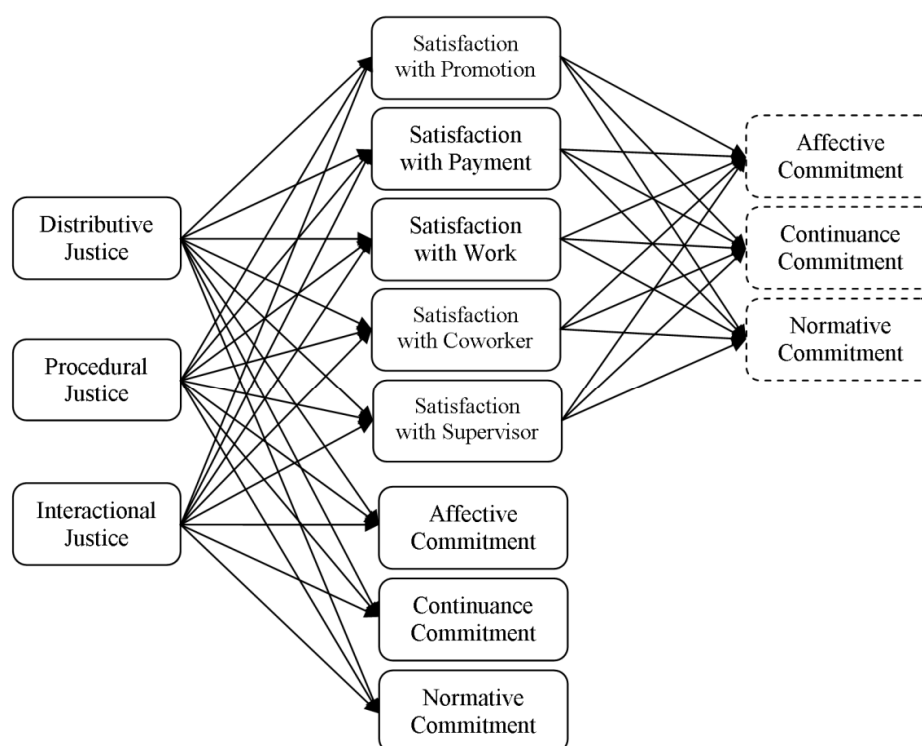


Figure 3. Conceptual model 3: impact of organizational justice dimensions (distributive, procedural and interactional) on job satisfaction dimensions (satisfaction with promotion, payment, work, coworker, and supervisor) and organizational commitment dimensions (affective, continuance, and normative commitment)

Therefore, it is necessary in sports federation as trustee in athletics and professional sports (whose its performance is effective on national and international arenas of sport promotion) more research is done in the field of performance-related factors. Because the mentioned variables in the hypothetical models is one of the affecting factors in performance of organizations and based on contradictions in the literature review results for various methods of simple and multiple correlation, prediction and the low number of path analysis and also due to the lack of research in this field in the national sports federations, the question is raised that because of observance of the importance of justice in organizations, sports federation's employees understanding from the organizational justice, their satisfaction with their jobs and how much is their commitment to the organization and how much would be its impact on? In the ahead research the path analysis used for answer to research questions and hypotheses testing. Recommendations that provides from the results of this study could be help to enhance the job satisfaction and organizational commitment in sports federations which ultimately will lead to improved performance and increased human source productivity.

MATERIALS AND METHODS

Sample

Total number of 200 questionnaires were randomly distributed among the Iranian Sports Federation workers was, 165 filled questionnaires returned and finally 131 numbers were confirmed.

Instruments

Three major instruments (*Organizational Justice*, *Organizational Commitment*, *job Satisfaction*) were used to examine the research hypotheses. Three demographic questions also are included in the questionnaire that, mentioned in the below.

Organizational Justice

Three dimensions of perceived organizational justice were measured in this study: distributive justice [28], procedural justice [7], and interactional justice [7] with Cronbach's alpha score .92, .86, .81 respectively. All of the measures of justice used a 7-point Likert-type scale with response categories (1 = Strongly Disagree; 7 = Strongly Agree). There were no contrary scored items in the measures of distributive, procedural or interactional justice.

Organizational Commitment

Three dimensions of organizational commitment were measured in this study: affective commitment, continuance commitment, and normative commitment [29] with Cronbach's alpha score .76, .7, .83 respectively. All of the measures of commitment used a 5-point Likert-type scale with response categories (1 = Strongly Disagree; 5 = Strongly Agree). There were contrary scored items only in the measure of affective commitment (items 4-8).

Job Satisfaction

Five dimensions of job satisfaction were measured in this study: satisfaction with work (Cronbach's alpha= 0.9), satisfaction with coworker (Cronbach's alpha= 0.89), satisfaction with supervisor (Cronbach's alpha= 0.7), and satisfaction with payment (Cronbach's alpha= 0.87), satisfaction with promotion (Cronbach's alpha = 0.87). All of the measures of job satisfaction used a 5-point Likert-type scale with response categories (1= lowest; 5 = highest). There were no contrary scored items in the measures of job satisfaction.

Data analysis

The path analysis method applying SPSS software used to examine the three models of our research, an alternative method developed by Wright (1934) based on simple and multiple regression analysis [30].

RESULTS

Descriptive statistics of demographic and research variables represent in Tables 1 and 2 respectively.

Table 1. Descriptive statistics of demographic variables

Variable statistics	Age (year)			Gender	
	21-30	31-40	41-50	Male	Female
Percent	18.4	57.3	24.4	52.7	47.3

Table 2. Descriptive statistics of research variables

Variable statistics	Job Tenure	Organizational Justice			Organizational Commitment			Job Satisfaction				
		distributive	procedural	interactional	affective	continuance	normative	work	coworker	supervisor	payment	promotion
Mean (\pm SE)	13.33 \pm .3	22.0 \pm .4	24.3 \pm .26	24.79 \pm .3	24.76 \pm .23	24.39 \pm .26	24.9 \pm .22	3.26 \pm .05	3.28 \pm .06	2.95 \pm .05	3.00 \pm .05	3.15 \pm .05
		71.1 \pm .66			74.02 \pm .44			15.69 \pm .22				

According to table 3 and figure 4, overall organizational justice has a direct effect on overall organizational commitment ($p = .27$), but with non-casual effect, the final effect is decreased ($p = .255$). Other paths aren't significant.

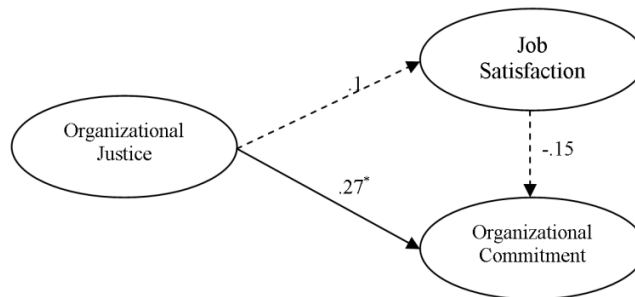


Figure 4. The path analysis of conceptual model 1. **: p value is significant at the 0.01 level. The dash arrows represent insignificant impacts.

According to table 3 and figure 5, procedural justice has a direct effect on overall job satisfaction ($p = .18$). Also, distributive justice and interactional justice have a direct effect on overall organizational commitment [$(p = .21)$ and $(p = .27)$ respectively], but with non-casual effect, the final effects of distributive justice and interactional justice is increased and decreased respectively [$(p = .231)$ and $(p = .246)$]. Other paths aren't significant. Beside, with respect to multiple regression results, the organizational justice dimensions predict the overall organizational commitment [$r = .35$, $p = .001$] and overall job satisfaction [$r = .26$, $p = .035$].

Job Satisfaction = $10.9 - .14$ (Distributive Justice) + $.18$ (Procedural Justice) + $.16$ (Interactional Justice)

Organizational Commitment = $62.6 + .21$ (Distributive Justice) - $.08$ (Procedural Justice) + $.27$ (Interactional Justice)

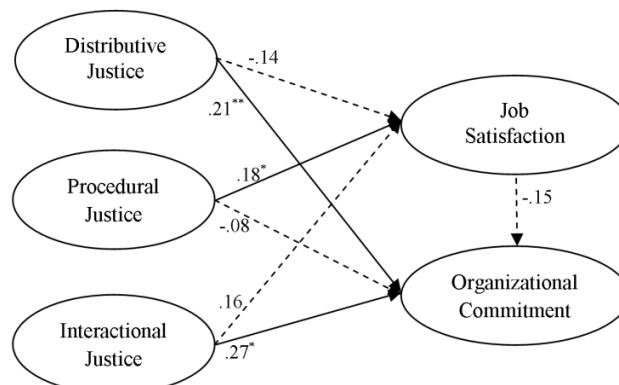


Figure 5. The path analysis of conceptual model 2. *: p value is significant at the 0.05 level. **: p value is significant at the 0.01 level. The dash arrows represent insignificant impacts.

According to table 3 and figure 6, both procedural justice and interactional justice have a direct effect on satisfaction with coworker [$(p = .24)$ and $(p = .23)$] and supervisor [$(p = .19)$ and $(p = .18)$]. Also, distributive justice has a direct effect on continuance commitment ($p = .19$) but with non-casual effect, the final effect is decreased ($p = .14$); interactional justice has a direct ($p = .25$) and an indirect ($p = .1$) effect on affective commitment; so that, with non-casual effect, the final effect is increased ($p = .37$). Other paths aren't significant.

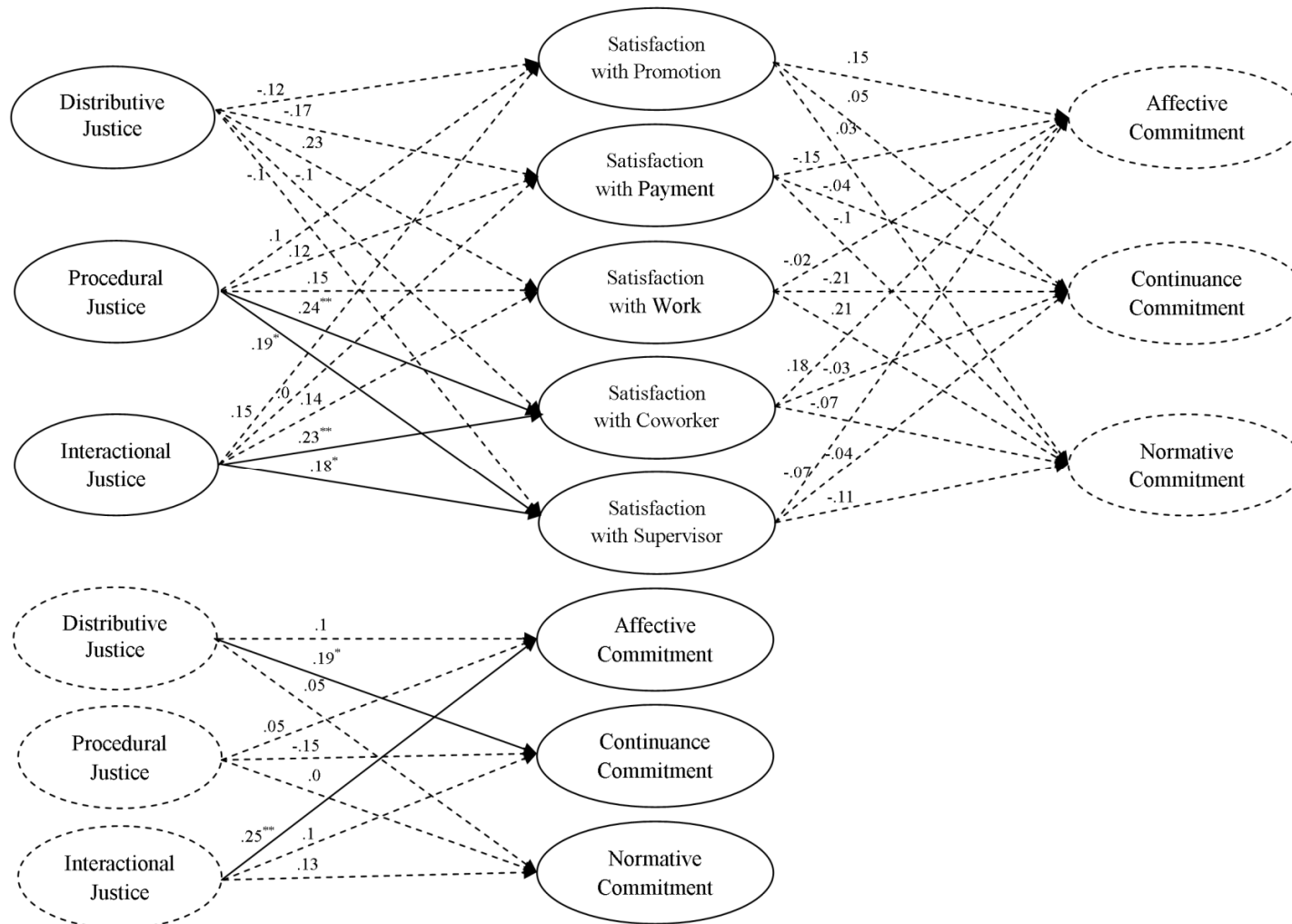


Figure 6. The path analysis of conceptual model 3. *: p value is significant at the 0.05 level. **: p value is significant at the 0.01 level. The dash arrows represent insignificant impacts.

Table 3.The path analysis of conceptual models

Model	Path	Direct Effect	Indirect Effect	Total Effect	Non-causal	Final Effect
1	Organizational Justice to Job Satisfaction	-	-	0	.1	.1
	Organizational Justice to Organizational Commitment	.27**	-	.27**	-.015	.255**
2	Distributive Justice to Job Satisfaction	-	-	0	-.14	-.14
	Distributive Justice to Organizational Commitment	.21**	-	.21**	.021	.231**
	Procedural Justice to Job Satisfaction	.18*	-	.18*	-	.18*
	Procedural Justice to Organizational Commitment	-	-.03	-.03	-.08	-.11
	Interactional Justice to Job Satisfaction	-	-	0	.16	.16
	Interactional Justice to Organizational Commitment	.27**	-	.27**	-.024	.246**
3	Distributive Justice to Satisfaction with Promotion	-	-	0	-.12	-.12
	Distributive Justice to Satisfaction with Payment	-	-	0	-.17	-.17
	Distributive Justice to Satisfaction with Work	-	-	0	.23	.23
	Distributive Justice to Satisfaction with Coworker	-	-	0	-.1	-.1
	Distributive Justice to Satisfaction with Supervisor	-	-	0	-.1	-.1
	Distributive Justice to Affective Commitment	-	-	0	.01	.01
	Distributive Justice to Continuance Commitment	.19**	-	.19**	-.05	.14**
	Distributive Justice to Normative Commitment	-	-	0	.19	.19
	Procedural Justice to Satisfaction with Promotion	-	-	0	.1	.1
	Procedural Justice to Satisfaction with Payment	-	-	0	.12	.12
	Procedural Justice to Satisfaction with Work	-	-	0	.15	.15
	Procedural Justice to Satisfaction with Coworker	.24**	-	.24**	-	.24**
	Procedural Justice to Satisfaction with Supervisor	.19*	-	.19*	-	.19*
	Procedural Justice to Affective Commitment	-	.03	.03	-.01	.02
	Procedural Justice to Continuance Commitment	-	-.02	-.02	-.03	-.05
	Procedural Justice to Normative Commitment	-	-.02	-.02	.02	0
	Interactional Justice to Satisfaction with Promotion	-	-	0	.15	.15
	Interactional Justice to Satisfaction with Payment	-	-	0	.0	.0
	Interactional Justice to Satisfaction with Work	-	-	0	.14	.14
	Interactional Justice to Satisfaction with Coworker	.23**	-	.23**	-	.23**
	Interactional Justice to Satisfaction with Supervisor	.18*	-	.18*	-	.18*
	Interactional Justice to Affective Commitment	.25**	.1	.35**	.02	.37**
	Interactional Justice to Continuance Commitment	-	-.02	-.02	-.02	-.04
	Interactional Justice to Normative Commitment	-	-.02	-.02	.04	.02

DISCUSSION

According to the results of our study, organizational justice affects directly I.R.Iran sport federations' employees' overall organizational commitment and overall job satisfaction didn't mediate this effect. Finding of literature showed that feelings of fairness and equality in organization influence directly intention to leave the organization [6, 31].

Any sense of injustice and inequality before any effect, trust and loyalty to the organization will be over shadowed and perhaps for this reason the various studies have been reported the effect of this lack of trust and loyalty on increased Employee absenteeism and a shift in the organization.

Justice and fairness suggest opportunity to the employees to feel perception of membership which considered as organizational commitment [15].

Furthermore, we saw that three dimensions of organizational justice can determine overall job satisfaction overall as well as organizational commitment; so that previously mentioned Perceived organization justice is an influential predictor of both job satisfaction and organization commitment [3, 11, 12, 14, 15, 17]. Beside, in this study procedural justice has a direct effect on overall job satisfaction; and both distributive justice and interactional justice have a direct effect on overall organizational commitment. These results indicated that the unfairness perceptions can cause negative reactions to the organization, in consequence of weak job satisfaction, commitment and turnover [3].

We found that procedural justice has a direct effect on satisfaction with coworker and supervisor. As mentioned in literature review, procedural justice is an relevance of the procedures used to distribute the outcome [9]; in order that, when the outcomes distribute unfairness maybe coworkers loss the satisfaction with together (recipient and the loser of outcomes), and also with supervisors that distribute this outcomes. Furthermore, interactional justice has a

direct effect on satisfaction with coworker and supervisor. Based on definition, interactional justice is associated with employees' perceptions about the attitude they have received during the organizational procedures' application [10]; so that, justice distribute by supervisors to subordinates and related to aspects of communication procedures (courtesy, truth, veneration, etc.) between sender and receiver of justice [1]; so, it can affect the work attitudes such satisfaction with coworkers and supervisors.

Indicated that the procedural justice is effective on attitudes and behaviors associated with the entire organization for example, employees trust to manager [32]. It seems that the staffs is in direct interaction with supervisors and managers behavior and cover it's by the basis of decision making, communication style, and level of rewards allocation, for judgments about the organization and their jobs. These findings show the importance of development and furnishing the behavioral skills of supervisors and direct managers. On the other hand, staff satisfaction highly is influenced by perceived procedural and interactional justice. Although the staffs do not know relates his salary and organizational position to the other colleagues in your organization (Although the social comparison for higher sense of equality is done with the same partners). It seems, they recognize his colleagues as blame for the inequalities in decision making and communication in the organizational process. These results are particularly shows the importance of feelings and justice perception in working relationships of staffs with together and again emphasis on developing communication skills of managers and employees.

Also we observed that distributive justice has a direct effect on continuance commitment and interactional justice has a direct and an indirect effect on affective commitment.

Individuals in organizations accept that is a result of fair method to decide instead result from unfair procedures [33]. Moreover, those who accept organizational decisions will be a greater willingness to cooperate with managers in the organization. Significant effect on in equality procedural and interactional perception on commitment and a sense of satisfaction of organization and also supervisor and managers is considerable. In other words, the findings indicate that inequalities observed in decision making and tasks communication would extremely provoke the feelings of hatred of managers and organizations. The staffs that may benefit from this type of communication and decision-making process, the hatred feel is inevitable for them. But this loss of equality perception can affect the less salary or promotion satisfaction. In other words, although the person is satisfied from the extent of their rights, but may be dissatisfied from the different organizational process that led to source distribution and may defines the work relations, and this will be affected the amount of loyalty to the organization and working relationships with supervisors and colleagues. Feeling of un-satisfaction in salary and promotion when happens that Indeed, the person observe or perceive the inequality in a social comparison process that this issue could be observable in significant relationship between the distributive justice perception and satisfaction in salary. But in same time that this social comparisons is kept satisfied the person of the salary and promotion, again the type of the inequality perception in organizational communication (interactional justice) and organizational decision making (Procedure Justice) may be present and would affect the personal working behavior. This study findings show that merely providing awards or fairly promotion to increase job satisfaction is not enough even inequality may be felt in smallest daily behavior of supervisors with colleagues. This feeling of inequality can increase the possible inequality in organizational decision making, and both inequalities can affect the overall satisfaction and perception of the organization, job supervisors, and staffs and ultimately will intensify non-effective organizational behavior in the organization.

CONCLUSION

Due to the importance of human resources role in achieving the organizations strategic goals, especially sports federations that have a unique role in leading country athletics, attention to the affective factors in attitudinal and behavioral variables of the employees is necessary. Planning to fulfill the three dimensions of organizational justice in the various sports federations (as an organization), has an obvious and strengthening effect on attitudinal and behavioral variables including job satisfaction and organizational commitment. The difference between the effectiveness of various dimensions of organizational justice on various aspects of job satisfaction and organizational commitment is the part of this study results that although not very strong, but it was significant, as its obtained knowledge would be useful for managers to improve the organization's sense of justice. Recognizing that each of the dimensions of organizational justice which affect the employee attitudes in the organization, give us better understanding of organizational justice angles and dimensions and how to influence. The planning facilitates measures for developing a better sense of justice and thus facilitates the improvement of occupational and organizational attitudes. So understanding the effectiveness of the various dimensions of organizational justice on

different type of organizational behavior such as absence, handling and performance in Iran can be provide better understanding of organizational justice in process which can be a basis for future research.

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