



Organizational justices and employees job involvement

Yousef Mohammad Karimi

Department of Management, Payame Noor University (PNU), PO Box 3697-19395, Tehran, Iran
y.mk954@gmail.com

Foad Kouhzadi

Department of Management, Boukan Branch, **Islamic Azad University**, Boukan, Iran
Foad.kouhzadi@gmail.com

Afshin Abbasi

Department of Management, Payame Noor University (PNU), PO Box 3697-19395, Tehran, Iran
ssefaresh@yahoo.com

Mina aminzadeh boukani

Department of Management, Boukan Branch, **Islamic Azad University**, Boukan, Iran

Boukani.mina@gmail.com



ABSTRACT

The main goal of this study is the relationship between organizational justices of employees with their job involvement in the customs of Kurdistan. For this purpose, according to theory of Greenberg: organizational justice has 3 dimensions: 1) distributive justice, 2) procedural justice, 3) interactional justice and job involvement considered according to theory of Kananga which has been designed 1 main hypothesis and 3 sub-hypotheses. Statistical population of this study is the employees in customs of Kurdistan which consists of 158 people. The results suggest that organizational justice and its dimensions are effective on the job involvement of employees in Kurdistan.

Keywords: Organizational justice, Job involvement, organizational behavior management

1.INTRODUCTION

Justice and its enforcement is one of the basic and inborn needs of human beings which its existence throughout the history has provided an adequate place for development of human societies. Related theories about justice have developed because of development of society and its range of religions and philosophical theories has been devised to empirical researches (Rahimnia, 2009). After the industrial revolution and mechanization if the societies of human beings, organizations have been dominated to the human life, so that the life of everyone is directly dependent to them from birth to the death and today life without organization is unthinkable, therefore in society, enforcement of justice related to existence of justice in the organizations (Rezaei, Khosravi, and Alexander, 2011).

Since, organizations always associated with humans, so as much as organizations are studied in the life, justice also must be considered. However, subject justice and its relationship with the organization is treatable in 2 separate issues, including: 1) justice within the organization



and 2) justice outside of organization, but in general the elements of justice of human and organization could be considered as the 3 vertices of the survival of life triangle (Javahery, 2009).

Obviously in this case, existence of 3 elements is necessary for each other and without one of them, continuation of life will be hard. Since, each organization such as: productive and services follows the specific purpose. It is cleared that the employees will try to adjustment the enforced justice among employees that it may be of various methods such as: slumber and stress, etc (Shokrkon, Vnamy, 2006).

Finally, the employees regarding to their perception and interpretation about justice, amount of salary and any other received bonuses measure their volume, importance and also time of their activities and compare them with the employees and if they obtained result for themselves be lower than others, they will feel injustice and discrimination (Mokhtarianpour, 2007).

Today with development of the role of organization, organizational justice plays a greater role.

Observance of moderation has emphasized in all schools and organizations, so that the managers cannot be indifferent to this issue and it must be considered as an inseparable part of the organization (Gholipour, 2008). The subject that makes the weaker organization is the distributive injustice and it is just because of the injustice from the side of manager.

The main goal of this study is survey the effect of organizational justice on the job involvement of employees in customs of Kurdistan.

2.LITERATURE OF RESEARCH



Justice is an ideal goal that human beings have been considered it in the fields of ethic, politic and society throughout the history. Justice is one of the inner desires of human. All the people in every time and place are demanding justice and always speak about it in their life and hate of inequality and discrimination. Justice is one of the most important concepts in social and political topics and according to the theory of Plato: the social organization which is the chart of civilization doesn't occur without justice (Sadeghi, 2009).

Realization of social justice is not possible without realization of organizational justice and the organizational justice is the realization in all the activities, behaviors and tendencies of organizational people (Konvsky & cropanzo, 1993). Although primary studies about justice and works of J.Stasy Adams accomplished in the early 1960s, but most studies about justice in organizations began in 1990s. According to a report from a published source in this field, it has been registered in organizations by the 2001 (Knotts , 2003).

In the course of this investigation, they had been looking for the sources or centers of justice, this means that they want to know what or who causes injustice to the employees in the organizations. Investigating the individual behavior in the workplace has attracted the researchers in the past decade. According to Thomas Aquinas, True justice occurs when judge gives remuneration to everyone according to his status and deserves (Elankumaran, 2004).

According to liberal theory, justice means that government should not behave discriminately with citizens, unless there are some differences among them in the specific fields. In the liberal theory of justice most of the attention is to the equitable distributive of power in society (Mir Hashem. 2008). Justice can be summarized in its radical concept in the slogan and famous formula of Marks: "From each according to his ability, to each according to his need."

The center of gravity of justice in this concept is distribution of wealth (Mir Hashem. 2008). In literature of organization and management, the term of organizational justice was first used by



Greenberg. According to the theory of Greenberg, organizational justice is related to perceptions of employees about fairness of work in the organization.

Fair treatment by the organization with employees, generally leads to a higher commitment of them to the organization and the behavior of citizen became an extra-role for them. On the other side, those who feel injustice are more likely to leave the organization or do the low levels of organizational commitment (Mir Hashem, 2009). They even may do anomalous behaviors as revenge, so understanding how people make judgments about justice in organizations and how they respond to seek a perceived justice is one of the main topics, especially for understanding the level of job involvement. Justice in organization represents the equity and considering to the ethical behavior in the organizational justice in the organization (Fernandes, Cedwyn and Awamleh, 2006). Understanding of injustice has an adverse effect on the interest and motivation of employees in organizations.

In fact, inequality and unfair distribution of achievements and outcomes reduce the spirit of employees and their spirit of striving and also cause some behaviors that not only was not helpful in achieving the organization's goals, but also it seems moves to destruction of soft and hard benefits and goals of the organizations (Moqimi, 2004).

Employees who feel inequality, respond to this inequality with negative reactions including: refusal effort, slumber and weak behaviors of organizational citizenship in its acute form such as: resigned from work (Ramin, Hamid, 2008).

When people do not see justice system, they turn to reduce energy and engage with idleness and time-wasting, in order to give them a sense of justice. This issue often occurs to employees of government. So, understanding of employees about organizational justice and the effect of this understanding whether from the organization structure or (social) managers,(on the job behaviors of employees including: in-role behaviors), job performance and



citizenship performance that is effective on job performance can be assigned to or more in the disclaimer and even sometimes be revealed of it, because of doing duties which can be seen in the performance of people indirectly and directly in their expressions (Pourezzat, 2002).

One of the content which can be understood in social environment, especially in organizational environment is understanding of justice that can be understood from its absence in organization and this issue has created many fields of studies about organizational behavior (Rezaeian, Antzardalt, 2003).

Understanding of organizational justice is subjective. Organizational justice has so many consequences in organization which we have tried to investigate the effect of organizational justice on the job involvement of employees in Kurdistan. Job involvement as an attitude is an important variable that helps to increase the effectiveness of the organization. The higher level of job involvement among employees of an organization increases its effectiveness.

In order to increase the level of job involvement, we should be look realistically to its determining.

Among different viewpoints about job involvement, the most realistic viewpoint knows this content as a function of personality and organizational space. However interesting to study about job involvement focused on identifying its determining. It seems that the high job involvement is an inherently desirable feature of employees. According to a definition of Kananga, "Job involvement refers to identify the psychology of man with his job." Actually people with high job involvement are satisfied with their jobs, show a positive attitude to work and a high commitment to the organization and their partners, (Akhavan Kazemi, 2004). People with high job involvement, rarely think to give up their jobs and they are expected to work in their respective organization for the foreseeable future, (Bohlooli, Ali Matin, 2009).



Employees having high job involvement, apparently their job is closely linked with most of their identities, interests and goals of life and also is important for them. Employees may be involved in work environment with their jobs in responding to specific characteristics from environment or to their work place. In addition, some of the employees may have a set of needs, values or attributes that providing the fields of job involvement (Mir Hashemi, 2009).

In order to investigate the effect of organizational justice on job involvement of employees in Kurdistan, organizational justice according to the theory of Greenberg in 3 dimensions (Rezaei, safe and Khosravi and Alexander, 2011):

Distributive justice:

Distributive justice refers to fairness judgment of the distribution of results, such as the level of salary or promotion opportunities in an organizational structure. This theory is Adams' Equity theory. Adams in this work has stressed the perceived fairness of results that is the distributive justice. This theory states that people consider a relative balance with comparing of their data-out put with data-output of their cooperating as a desirable result.

Procedural justice:

Justice requires the adoption of fair procedures, it means that regardless of the content and basic of the law that must be fair; a process also that is supposed to lead justice must be fair.

Observance of justice and fairness in the accomplishment process must provide the equal opportunity to all the people. Therefore, we can say that justice requires explicit rules and law enforcement is fair when it allows to everyone to use of law easily. Procedural justice is perceived equality of the used means to distribute compensation benefits.

Exchange justice:

Exchange justice is focused on interpersonal aspect, decision making, especially equality of treatment in decision-makers in processes of decision-making. The behavior of person



including: trust in relationships and treats of people with courtesy and respect. Suitable condition of procedures has been defined as: 1) Insufficient attention to the data of employees, 2) Avoiding from personal bias, 3) Consistent use of decision criteria, 4) Timely feedback and 5) Justifying a decision. These factors have an important role in understanding of employees about equality, admission of decisions and tendency to organization and job involvement is defined based on the theory of Kananga.

3.RESEARC METHODOLOGY

The method of this research is descriptive-correlation and its goal is practical. Research is practical from which results in it can be studied in the organizations and it is descriptive from which variables do not manipulate and their current condition is detected. Since the relationships between the two variables are measured, the research is co relational.

Co relational researches including all the researches in which them, they try to discover the relationship among different variables with using of correlation coefficient. Statistical population of this research is the employees of customs in Kurdistan which consists of 158.

In order to collect data from statistical sample and also testing the set hypotheses of this research, we have been used of questionnaire that has set according to variable of research and operating them. Questionnaire of research consists of 2 sets of questions. The first set of questions has coded by alphabet in order to determine the features of statistical sample in terms of: gender, age, marital status, education and years of service and the second set of questions has set in 2 sections in order to test the hypotheses of this research.

First section consists of questions about organizational justice of Nilhov and Mormon which is used in the five-item form of Likert.

4.DATA ANALYSIS:

In this research the data obtained through gathered questionnaire have investigated and analyzed in 3 sections with using of 2 methods including: descriptive statistic and inferential statistic.

In final third section, according to obtained results from investigating the questions, the hypothesis of research has tested through inferential statistic. So, that to test the research hypotheses we have used the Pearson (r) correlation testing.

Using of Smirov Kolmogorov testing, we can check the data in order to the normality of them. In this research, we do this testing to all the data and also to each of the variables and have shown the results in tables.

This test is done at 95% of confidence level. If the obtained value (-p) be greater than 0.05, we can know that results are normal, otherwise we will doubt about normality of data (Table4.1).

Table4.1: Normal test results of the research variables

-P Value	Statistics of smirnov Kolmogorov	The number of data	Variables
0/123	1/180	110	Organizational justice
0/063	1/314	110	Distributive justice
0/201	2/843	110	Procedural justice
0/362	1/408	110	Exchange justice
0/827	0/627	110	Job involvement

According to obtained results and since the obtained value (p), for testing is greater than significant level $\alpha=0.05$, we can adopt the normality of hypothesis and we can use of parametric methods.

Testing the hypothesis 1:

H0: Organizational justice is not effective on job involvement of employees in customs of Kurdistan.

H1: Organizational justice is effective on job involvement of employees in customs of Kurdistan.

We have used of Pearson correlation coefficient for testing this hypothesis which its results are summarized in table.

Results obtained from investigating the hypothesis 1:

Table 4.2 indicated Pearson r testing between organizational justice of employees and their

Job involvement		Variables under studying
0/624	Correlation coefficient	Organizational justice
0/000	Significant level	
110	Volume of Sample	

job involvement.

Table 4.2: Pearson r testing between organizational justice of employees and their job involvement

According to results of above table, since significant level of testing is greater than 0.05, so in confidence level of 95%, there is a positive significant relationship with the value of 0/624 between organizational justice and job involvement of employees in customs of Kurdistan. So we can confirm the main hypothesis of this research.

We are used of Regression testing for testing effectiveness of independent variable on dependent variable of this hypothesis.

Table 4.3 indicated Analysis of main hypothesis variance related to Regression model about variable in the organizational justice with the employee's job involvement.

Table 4.3: Analysis of main hypothesis variance

R		Determination coefficient (R ²)	Adjusted coefficient of determination		Standard error	
0/624		0/394	0/389		0/36270	
Source of changes	Degree of freedom	The sum of squares	Average of squares	F	Confidence level	Significant level
Regression	1	4/171	4/171	31/705	0/95	0/000
Left over	108	14/208	0/132		Result of the test Rejecting the hypothesis H ₂	
Total	109	18/379	-----			

As could be seen in the table that significant level of the testing is 0.000, we can claim that above testing with error of 0.05 or confidence level of 95% is significant. So H1 hypothesis is confirmed and hypothesis of H0 is rejected.

According R², the coefficient of determination, which is 0.394 and consisting of ratio of explained changes by X variable to the total changes. We can state that 39/4 percent of changes in the job involvement of employees explain by changes in organizational justice.

Table 4.4 indicated parametric coefficient of main hypothesis related to variable of organizational justice and its effectiveness on employee's job involvement.

Table 4.4: parametric coefficient of main hypothesis

Item of variable	Line slope β	Calculated t	Significant level	Result of the test
Intercept	3/357	24/115	0/000	Rejecting the hypothesis H ₀
Organizational justice	0/518	5/631	0/000	Rejecting the hypothesis H ₀

Therefore, mathematical relationship between the effect of organizational justice and employee's job involvement will be as follows:

$$Y=3/357+0/518 X_1$$

It could be stated that one unit increasing in the level of organizational justice will increase 0/518 units to the employees job involvement in the administration of customs in Kurdistan, So we can conclude that Regression model of this testing is significant statistically.

It is used of stepwise Regression to investigate the predictor variables of employee's job involvement and its results are shown in the following table:

Table 4.5 indicated Summarizing the Regression model of organizational justice aspects to predict the employee's job involvement.

Table 4.5: Regression model of organizational justice aspects

Sig	t	β	F	R ²	R	Variable	Step
0/000	11/27	0/318	127/20	0/210	0/318	Distributive justice	1
0/000	7/03 4/74	0/241 0/162	85/56 16/74	0/347	0/497	Distributive justice + Procedural justice	2
P<0/05 N=110							

The above table 4.5 indicates that in investigating priorities of predictor variables of employee's job involvement, in first step distributive justice had the most predicting. This variable alone could predict 21 percent of changes of the employee's job involvement and in second step. The procedural justice also has entered to the predicted model. These two variables together could predict 34/7 percent of changes about employee's job involvement. It means that procedural justice added 13/7 percent to the previous predicted variable.

Hypothesis1-1:

Distributive organization is effective on employee's job involvement in the administration of customs in Kurdistan.

H1: Distributive organization is effective on employee's job involvement in the administration of customs in Kurdistan.



H0: Distributive organization is not effective on employee’s job involvement in the administration of customs in Kurdistan.

In order to investigate the effect of distributive justice on job involvement, we examined the relationship between 2 variables. Two named variables are effective to each other, when they have a relationship together. So we have used of Pearson correlation coefficient in order to examine these hypotheses and determine the relationship between 2 under studying variables.

Job involvement		Variables under studying
0/217	Correlation coefficient	
0/023	Significant level	Distributive justice
110	Volume of Sample	

This coefficient determines the direction of relationship (positive or negative) and its intensity. The obtained result of this hypothesis is summarized in the following table 4.6.

Table 4.6: Pearson testing between employees’ distributive justice and their job involvement

The obtained results of this hypothesis indicates that in the confidence level of 955, the calculated significant level (0/023) is lower than expected significant level (0/05). S, there is a significant relationship between distributive justice and employees job involvement in the administration of customs in Kurdistan. This result confirms the first hypothesis of the research. It is used of Regression test for testing the effectiveness of independent variable on dependent variable of this hypothesis.

Table 4.7 indicated Analysis of variance about first hypothesis related to Regression model about variables of distributive justice with employee's job involvement.

Table 4.7: Analysis of variance about first hypothesis

R		Determination coefficient (R ²)	Adjusted coefficient of determination	Standard error	
0/217		0/189	0/178	0/3223	
Source of	Degree of	The sum of squares	Average of		



changes	freedom		squares	F	Confidence level	Significant level
Regression	1	7/158	7/158	68/904	0/95	0/000
Left over	108	11/220	0/104		Result of the test Rejecting the hypothesis H ₂	
Total	109	18/379	-----			

As could be seen in the table 4.7, the testing significant level is 0/000, so we can state that the above with the error of 0/05 or confidence level of 0/95 is significant. So, H1 hypothesis is confirmed and H0 hypothesis is rejected.

According to R2 which is 0/189 and consisting of ratio they explained changes by X variable to the total changes. It could be concluded that 18/9 percent of the changes of employee's job involvement has explained by changes in distributive justice.

Table 4.8 indicated parametric coefficient of first hypothesis related to variable of distributive justice and its effectiveness on employee's job involvement.

Table 4.8: Parametric coefficient of first hypothesis

Item of variable	Line slope β	Calculated t	Significant level	Result of the test
Intercept	2/012	7/882	0/000	Rejecting the hypothesis H ₀
Distributive justice	0/498	8/301	0/000	Rejecting the hypothesis H ₀

So mathematical relation of effectiveness of the distributive justice on employee's job involvement will be as follows:

$$Y=2/012 = 0/498 X1$$

It could be concluded that one unit increasing in distributive justice will increase 0/498 units in employee's job involvement in administration o customs in Kurdistan. So we can conclude that the Regression model of this test is significant statistically.

2-1 Hypothesis:



Procedural justice is effective on employee’s job involvement in administration of customs in Kurdistan.

H1: Procedural justice is effective on employee’s job involvement in administration of customs in Kurdistan.

H0: Procedural justice is not effective on employee’s job involvement in administration of customs in Kurdistan.

In order to examine these hypotheses and determine the relationship between 2 under studying variables, we have used of Pearson correlation coefficient and obtained results of

Job involvement		Variables under studying	this hypotheses are summarized
0/222	Correlation coefficient		
0/020	Significant level		
110	Volume of Sample	Procedural justice	

ed in the following table 4.9.

Table 4.9: Pearson r testing between procedural justice of employees and their job involvement

The obtained results of the table indicates that there is a significant relationship between procedural justice and employees job involvement in administration of customs in Kurdistan in the confidence level of 95% and the significant level of 0/02. This result confirms the second hypothesis of this research.

For testing the effectiveness of independent variable on the dependent variable of this hypothesis is used o Regression test.

Table 4.10 indicated Analysis of second hypothesis variance related to Regression model about variable in the procedural justice with the employee's job involvement.



Table 4.10: Analysis of second hypothesis variance

R		Determination coefficient (R ²)	Adjusted coefficient of determination		Standard error	
0/222		0/178	0/174		0/34801	
Source of changes	Degree of freedom	The sum of squares	Average of squares	F	Confidence level	Significant level
Regression	1	5/299	5/299	43/750	0/95	0/000
Left over	108	13/080	0/121		Result of the test Rejecting the hypothesis H ₂	
Total	109	18/379	-----			

As is shown in table 4.10 which significant level of related testing is 0/000, so we can state that above tasting with the error of 0/05 or confidence level of 0/95 is significant. So H1 hypothesis is confirmed and H0 hypothesis is rejected. According to R2, determination coefficient, which is 0/178 and consisting of ratio of the explained change by X variable to the total changes.

It could be stated that 17/8 percent of changes about employee's job involvement explain by changes in procedural justice.

Table 4.11 indicated parametric coefficient of second hypothesis related to variable of distributive justice and its effectiveness on employee's job involvement.

Table 4.11: Parametric coefficient of second hypothesis

Item of variable	Line slope β	Calculated t	Significant level	Result of the test
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Intercept	2/600	11/225	0/000	Rejecting the hypothesis H ₀
Procedural justice	0/410	6/614	0/000	Rejecting the hypothesis H ₀

So, mathematical relation of procedural justice effect on employee’s job involvement will be as follows:

$$Y=2/600 + 0/410 X1$$

It could be stated that one unit increasing in procedural justice level will increase 0/410 units in employees job involvement in administration of customs in Kurdistan, So we can conclude that Regression model of this testing is significant statistically.

3-1 Hypothesis:

Exchange justice is effective on employee’s job involvement in administration of customs in Kurdistan.

H1 Hypothesis: Exchange justice is effective on employee’s job involvement in administration of customs in Kurdistan.

H0 Hypothesis: Exchange justice is not effective on employee’s job involvement in administration of customs in Kurdistan.

In order to examine these hypotheses and to determine the relationship between 2 under studying variables is used of Pearson correlation coefficient. The obtained result of investigating this hypothesis is summarized in the following table 4.12.

Table 4.12: Pearson r testing between exchange justice of employees and their job involvement



Job involvement	Correlation coefficient	Variables under studying
0/147	Significant level	
0/127		Exchange justice
110	Volume of Sample	

Based on

obtained results, testing level of significant,(0/127) is greater than 0/05, So there is not significant relationship between exchange justice and employees job involvement in administration of customs in Kurdistan. This result doesn't confirm the third hypothesis of this research. It is used of Regression test in order to the effectiveness of independent variable on dependent variable of this hypothesis.

Table 4.13 indicated Analysis of third hypothesis variance related to Regression model about variable in the exchange justice with the employee's job involvement.

Table 4.13: Analysis of third hypothesis variance

R		Determination coefficient (R ²)	Adjusted coefficient of determination	Standard error			
0/147		0/025	0/016	1/11097			
Source of changes	Degree of freedom	The sum of squares	Average of squares	F	Confidence level	Significant level	
Regression	1	3/973	3/973	2/806	0/95	0/127	
Left over	108	14/406	1/234		Result of the test Rejecting the hypothesis H ₂		
Total	109	18/379	-----				

As it could be seen in table 4.13, significant level of the testing is 0/127, so we can state that above testing with the error of 0/05 or confidence level of 95% is not significant. It means that

H1 hypothesis is rejected and H0 hypothesis is confirmed, so it could be concluded that a changing in the procedural justice will not change the employee's job involvement.

Table 4.14 showed Parametric coefficient of third hypothesis related to variable of exchange justice and its effectiveness on employees job involvement.

Table 4.14: Parametric coefficient of third hypothesis

Item of variable	Line slope β	Calculated t	Significant level	Result of the test
Intercept	3/151	4/365	0/000	Rejecting the hypothesis H ₀
Exchange justice	0/289	1/675	0/097	Confirming the hypothesis H ₀

According to significant level which is 0/097, so we can conclude that Regression model of this testing is significant statistically.

5.CONCLUSIONS

The aim of this research is the investigating the effect of organizational justice on employees job involvement in customs of Kurdistan. In order to investigate the presented hypotheses, it is used of gathering data from the people of statistical population through the questionnaire. Obtained results of investigating and analyzing data, will be the subject of this research.

About first hypothesis we should state that obtained results indicates a significant relationship between organizational justice and employee's job involvement in customs of Kurdistan. It is used of Regression test to investigate the effect of independent variable on dependent variable. The results indicate that 39/4 percent of changes in the employee's job involvement explain by changes in the organizational justice. It means that when the employee's percept the existence of organizational justice performs the positive actions not because of their duties, but because they want to improve social interchange between organization and them.



Perception the justice in organization through extra-role behaviors (underlying performance), advances the job performance, because according to minds of employees, actions beyond of their job role is the best way to create their barter trade with a fair organization. About the second hypothesis we should state that distributive justice is effective on the employee's job involvement in customs of Kurdistan. The results of this research indicates a significant relationship between the distributive justice and employees job involvement in administration of customs in Kurdistan and also results obtained through investigating the effectiveness of independent variable on dependent variable by using of Regression test indicates that 18/9 percent of changes in employees job involvement has explained through changes in distributive justice. It means that employees' perception of their output to their colleagues is effective to their performance in organization.

About the third hypothesis we should state that the obtained results indicate a significant relationship between procedural justice and employee's job involvement in administration of customs in Kurdistan. The results of Regression test indicates that 17/8 percent of changes in employees job involvement explain through the changes in procedural justice. It means that when employees know the current procedures justly, so they will do their best in their work place. Generally, people adopt those decisions that have been taken over a fair procedure rather than decisions that have been taken over an unfair procedure.

About fourth hypothesis we should state that the obtained results indicates no significant relationship between exchange justice and employees job involvement in administration o customs in Kurdistan and also the obtained results of Regression analyses indicates that due to the high level of the significant of test, the Regression model of this test is significant statistically. According to the theory of interactional justice: people are sensitive to the quality of treatment in interpersonal relations and also structural aspects over the decision making



process. So when they feel that their direct supervisor treats to them with injustice, they will show a negative reaction.

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