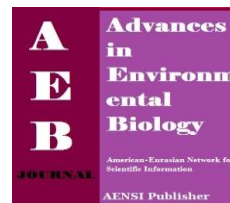




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Measuring organizational justice and its relationship with job satisfaction and mental health of the staff in Medical Science University of Zahedan

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ABSTRACT

The aim of the present study is to measure the organizational justice and its relation with job satisfaction and mental health of the staff in medical science university of Zahedan. The research is done based on correlation method. Population of the present study include 4849 male and female staff of Zahedan medical science university and based on Morgan chart, 357 of them were selected by random clustering method. The organizational justice was measured using the Hoff and Mermen questionnaire of organizational justice (1993) and Susan questionnaire of job satisfaction was used to measure the job satisfaction (2003) and Goldberg mental health was used to describe the job satisfaction and mental health of the staff. In order to determine the reliability of the questionnaire, Cronbach alpha was calculated and so the reliability of the organizational justice, job satisfaction and mental health questionnaires were determined as 0.92, 0.87 and 0.81 respectively. The collected data were tested using Pearson correlation coefficient, independent t-test, one way ANOVA and regression. The results of the study indicated that there is a positive and meaningful relationship between organizational justice, staff mental health and job satisfaction and communicative justice had the highest prediction of job satisfaction and mental health of the staff. In addition, there is a positive and meaningful relationship between job satisfaction and mental health. There was no significant difference between organizational justice, job satisfaction and mental health of the male and female staff based on their educational level.

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INTRODUCTION

Justice and observing it is one of the natural and main needs of human being and a religious ideal which all the prophets have tried to obtain it. Quran as a spiritual source and the main source of high thoughts and understanding about different aspects of life, culture, literature and art for Muslims can be used as a source for observing organizational justice for human being. Organizations and being organized are inseparable parts of life [4]. Organization is a social system and its life depends on a strong link among the components that understanding injustice has a harmful effect on collective spirit of work [12]. A modified organization has to be based on justice so that coordination, work division and authority chain are the most harmonious and it should move in balance. New studies in this field have shown that staffs face at least two sources of injustice. The most common and clearest source is the direct manager of a person who can affect the increase in income and opportunities for improvement. The second source is the staffs who attach justice to injustice to him. Most of the time, the staff considers the organization as the independent social institute which can observe or ignore the justice [4].

The term "organizational justice" was first used by Greenberg in 1970s. he defined organizational justice as the justified behaviors of the organizations with their staffs. Most of the decisions which leaders need to take in organization are about policy and justified behavior with the staff. Organizational justice is a variable with three components of distributional justice, procedural justice and communicative justice. Distributional justice includes organizational consequences of improvement, awards and advantages. Procedural justice means the perceived justice of the awarding process [8]. Communicative justice includes a method transferred by managers to the subordinates [11].

Organizational justice is directly related to job position. It is discussed in organizational justice that how to behave with the staff so that they feel behaved with justice. Organizational justice is a term which is used for

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describing the role of justice and its relationship with environment. Specially, organizational justice is related to the methods determined by the staff to see whether they are behaved based on justice and the methods of determining the factors affecting their work. Employers are interested to organizational justice due to the relationship between job satisfaction with job change and slow working. Letting and sometimes motivating the staff to decide about organization or company is called cooperating in decision making. Here, the managers are the main deciders but staffs are encouraged to share their opinions at the beginning of decision making process. The task of the managers is to maintain and develop the fair behaviors in managers and feeling it in staffs. Observing justice especially in some management behaviors with the staff (distributing wards, supervision relations, improvements and appointing) is very important for the staff. All the aspects of improving job satisfaction are important in developing the fair behaviors and feeling justice in staff [12]. In management discussions, observing justice is one of the most important tasks of the manager and every human being in every condition. Justice is one of the most valuable factors of social life. Justice is the base for all correct movements of human being. Due to the existence of justice, everything is placed correctly and everyone does his duty in the best way and so job satisfaction is resulted.

Mental health includes physical incompatibility, anxiety, insomnia, social malfunction and severe depression. Mental health among the staff and increasing the efficiency of organization is possible based on observing and developing organizational justice [3].

Centers of organizational justice:

New studies in this field have shown that staffs face at least two sources of injustice. The most common and clearest source is the direct manager of a person who can affect the increase in income and opportunities for improvement. The second source is the staffs who attach justice to injustice to him. Most of the time, the staff considers the organization as the independent social institute which can observe or ignore the justice. It should be noticed that most of the time individual consider their organizations as the social factors which can perform justice or ignore it. For example, when the employers violate the contracts, they react to this action. So, according to the researches about the discrimination in organizations, staff distinguishes the discrimination by the administrator or organization [10]. Another way which was considered in the studies related to organizational justice is different types of justice, prerequisites and consequences. According to these studies three types of justice are recognized in working environment including:

Distributional justice:

About 40 years ago, a psychologist called Adams suggested equality approach and showed that people tend to receive a fair prize in turn of doing a job. In other words as, they have the same share of the prize as their coworkers [3]. Equality according to Adams' approach is met when the staffs feel that the ration of input (their hard working) and output (awards) are same as the ratio of other staffs. The staff who feels inequality do the negative reactions of avoiding attempts, less work and weak organizational citizenship behavior and in serious form they resigned to work. Historically, the approach of centered equality against the perceived justice is gained from the distributed awards among the staff [8]. This type of justice has a lot of usage in organizational environment and researchers have studied the relationship between justice and various variables of quality and quantity. Due to the focus of this type of justice on consequences, it is predicted that this form of justice is mainly related to the cognitive, emotional and behavioral reaction. So, when a consequence is perceived as unjustified, this injustice should affect the personal emotions (such as anger, satisfaction, proud or guilt), cognition and behavior (leaving the job or weak performance) [1].

Procedural justice:

According to the changes in social and psychological studies, the study of organizational justice in organizations has changed from emphasizing on the results of award devotion on the process of this devotion [1]. Procedural justice is the perceived justice of the process for distributing the awards [8]. Here, one question is raised that if it is possible for a staff to have less award than the others but do not feel injustice and dissatisfaction. According to the procedural justice the answer can be yes. For example, let's imagine that there are two workers with same capabilities for doing a responsibility, but one of them receives more than the others. Policies and approaches of an organization have many legal factors such as length of the time, shifting and others. These two workers are aware about the payment policies of the organization and have equal chances. The satisfaction of the workers in spite of unequal payment is due to the fact that the compensation policy of the organization is open and is applied with cautious and without bias. So, payment due to applying this justified method seems justified and fair.

So, payment due to using this fair process is considered as fair even if it is low [3]. By increasing the process justice, the staff looks positively to their superiors even if they are not satisfied with payments and other personal consequences [8]. According to Lownetal, there are six rules which are applied and create the fair process: 1. Stability: which is a mood of process specification which should be applied for everyone all the time.

2. The prevention rule which prevents from proud and bias and stops obtaining personal profits through decision making, 3. Accuracy rule: points to the usefulness of the unfair information, 5. Representation rule: is a mood of needs, values and views which considers all the affected parts through decision making process and 6. Moral rule based on which the specification process should be compatible with personal and moral values. Organizational process is a method by which organization specifies the sources. Studies have shown that process justice is related with the cognitive, emotional and behavioral reactions of the staff toward organization (such as organizational commitment). So, a process leads to a special consequence when it is perceived as unfair.

Communicative justice:

The third type of justice in organizations is called communicative justice and includes a method for transferring justice by the authorities to subordinates [11]. This type of justice is related to the communication process information (such as politeness, respect and honesty) between the sender and the receiver of justice. Since the communicative (interactive) justice is determined by the manager's behavior, this type of justice is related to cognitive, emotional and behavioral reactions toward the manager of the supervisor. Therefore, when a staff feels interactive injustice, it is more probable that he shows negative reaction toward his superior instead of organization. So, it is suggested that the staff is unsatisfied with his direct manager instead of organization and he has less commitment to the manager than the organization. Moreover, negative perspectives are mostly about the manager and a little part of it is related to the organization [1]. According to Mornen, distributional, procedural and communicative justices are correlated and each composes a distinguished aspect of the organizational justice. According to him, organizational justice is defined as the combination of distributional, procedural and communicative justice [11].

Job Satisfaction:

Most of the time it is said that a "happy worker is an efficient worker" and a happy worker has to be satisfied with his job. The importance of job satisfaction is due to the fact that most of people spend half of their waking hours at work. When a person says that he has a high job satisfaction, it means that he is really satisfied with his job and feels happy doing the job and respects it. Job satisfaction increases the efficiency of a person and makes him committed to the organization, brings mental and physical health, increases it spirit and make him satisfied with life and learn the job profession faster and easier. Evaluations have shown that when the staffs of an organization are happy and satisfied about their job, the organizations would have positive effect and act as an efficient organization. In addition to what mentioned above, satisfaction may have other results including the fact that staffs have fewer tendencies to complain, have higher physical health and longer life, they learn new duties faster and have less job accidents.

Lack of job satisfaction decreases the spirit of the staff and has harmful effects. Job satisfaction is one of the important factors in job satisfaction and it is a criteria which increases efficiency and make the person feel happy and satisfied [13].

Job satisfaction as a job reaction still needs lots of investigation. Theoretical studies indicated that one of the main factors of job satisfaction is a degree of meeting personal and social norms. The results of the study shows that maintaining human force and organizational survival (having access to organizational goals), recognizing the needs, demands, motivations, job satisfaction, improving the mental health of the staff and their spirit should be seriously taken into account.

Considering these aspects provides a proper view in the staff about work and customers and selecting the proper strategies to create harmony between organizational goals and job satisfaction. So, the effective methods of creating job satisfaction should be recognized to move in line with them and create safety and comfort and use the knowledge and profession for obtaining the organizational goals [4].

Mental health:

Mental health can be defined based on a general and comprehensive definition of health. During the last centuries, our understandings of health have been changed. Life longer than average, saving people from death by help of antibiotics and technical and scientific advances has changed the present definition of health and made it meaningful to have an access to higher levels of health. It also needs balance in all mental, physical, religious and moral aspects of life. In fact, it is believed that a person should have control over his life and just in this condition; he can change the problematic aspects of his life.

Today, coping means the criteria of mental health and is investigated in professional fields. Some of the researchers believe that mental health is a mode of well-being and the feeling in the person that he can cope with society. Mental health means satisfaction, healthier mind and social compatibility with the norms of every society. Generally, a person with mental health can face the problems of the period and can be compatible with society. So, any factor which is considered as a factor for health should include the external behavior and internal feeling.

Mental health has four dimensions of:

1. Physical signs which studies the general health and physical signs of the person during one month.
2. Anxiety signs which studies the chronicle signs of severe anxiety, insomnia, being under stress, anger and feeling worried.
3. Social interaction measures the personal ability to do the daily routines, feeling satisfied in people, feeling to be useful, learning power and enjoying the daily activities.
4. Depression signs studies the feeling of being useless, disappointed, wish to die and ability in doing the tasks [14].

Research background:

Shafieeabadi and Khalaj asadi [14] in a study titled as “studying the relationship between job satisfaction and mental health of the university staff” indicated that there is a positive relationship between job satisfaction and mental health. In addition, there is a significant and meaningful relationship between the staffs’ age. But there is no relationship between job satisfaction and gender, marriage and educational degree. Yagoubi and others (2010) in a study titled as “studying the relationship between organizational justice and organizational commitment among the staffs of the hospitals selected in Isfahan University” showed that there is a positive relationship between organizational justice and job satisfaction. Kahe and Hiudi in a study titled as “job satisfaction and mental health” showed that people with more job satisfaction had better mental health. Moustafavirad and others in a study named “predicting mental health by studying the variables of organizational justice and working life quality” showed that there is appositve and significant relationship between organizational justice and mental health and procedural justice is the best predictor of job satisfaction. Thomson [16] studied the relationship between justice and job satisfaction and showed that there is a relationship between organizational justice and job satisfaction and distributional justice is the best predictor of satisfaction. Lee and others [6] showed that metanalysis about the relationship between mental health and job satisfaction has shown that job satisfaction is an important factor on staff mental health and they are closely related. Shibaca and colleagues in a study analyzed the factors of organizational justice questionnaire and the results showed that there is a significant relationship between organizational justice and job satisfaction with the mental health of the staff.

Research method:

The present study is descriptive and correlational. The data are collected in library and through field study. Population of the present study includes all the male and female staff of the medical Science University of Zahedan who is 4849. Sample size was determined by Morgan chart in random-category and 357 of the staff were selected. Distribution and sample participants are shown in table 1.

Table 1: Distribution of research population.

Experiment group	staff					
	Population			sample		
	female	male	total	female	male	total
Medical Science University of Zahedan	2544	2305	4849	187	170	573

Measuring instrument of the present study includes three questionnaires of organizational justice of Hoff and Mormemen, Sousan’s job satisfaction ad Goldberg mental health questionnaire. Validity of the questionnaires was approved by help of the professors and scholars of teaching management. Cronbach Alpha was calculated to determine the reliability of the questionnaire. The reliability of organizational justice, job satisfaction and mental health questionnaires were 0.92, 0.87 and 0.81 respectively. After collecting the data and extracting them, the descriptive data was used for data modification and studying the relationship between the variables.

Based on the theoretical and experimental studies of Yaghobi and colleagues, Kall and others [5], Thompson [16], Clay [2], Shibaoka and colleagues [14], Malek and Taiem showed that there is a relationship between organizational justice and job satisfaction. Moreover, Moustafavirad and others, Greenberg [3] and Rousio and colleagues [9] showed a positive relationship between organizational justice and job satisfaction. Based on the relationship between organizational justice and job satisfaction with mental health, the conceptual model of the research was proposed in figure 1 and research questions were suggested based on this.

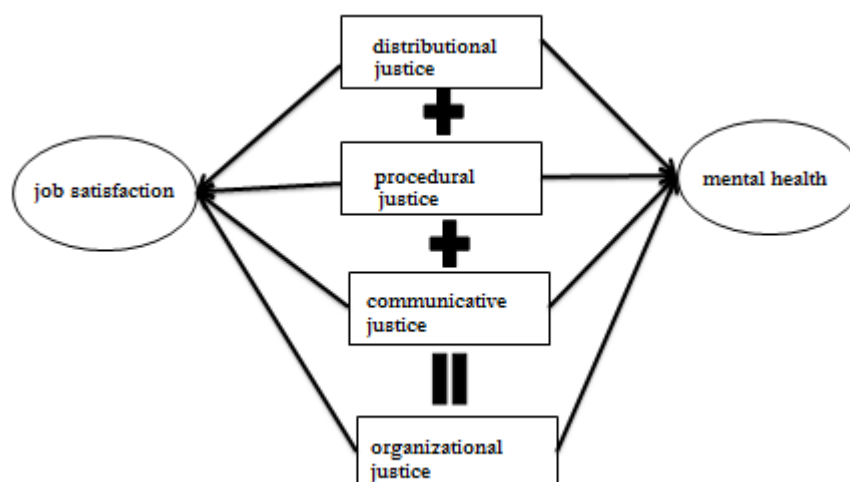


Fig. 1: research conceptual model

Research Questions:

1. How is the organizational justice, job satisfaction and mental health of the staffs in Medical Science University of Zahedan?
2. Is there any significant relationship between organizational justice and job satisfaction of the staffs in Medical Science University of Zahedan?
3. Which aspect of organizational justice predicts job satisfaction of the staffs in Medical Science University of Zahedan?
4. Is there any significant relationship between organizational justice and mental health of the staffs in Medical Science University of Zahedan?
5. Which aspect of organizational justice predicts mental health of the staffs in Medical Science University of Zahedan?
6. Is there any significant relationship between job satisfaction and mental health of the staffs in Medical Science University of Zahedan?
7. Is there any significant relationship between organizational justice, job satisfaction and mental health of the staffs in Medical Science University of Zahedan in terms of gender and educational level?
- 8.

Research Findings

1. How is the organizational justice, mental health and job satisfaction of the staff in Medical Science University of Zahedan?

In order to study the organizational justice and job satisfaction and mental health of the staff, one variable t-test was used and the results are presented in table 2.

Table 2: Organizational justice and its aspects.

variable	mean	SD	t-value	t	df	sig
Distributional justice	17.9	3.52	12.50	24.62	355	0.00
Procedural justice	17.56	3.89	12.50	24.52		0.00
communicative justice	22.87	6.14	17.50	16.51		0.00
organizational justice	57.50	11.60	42.50	24.40		0.00
job satisfaction	41.94	7.50	36	14.95		0.00
mental health	49.87	7.23	45	12.71		0.00

Results of table 2 indicated that the organizational justice with the mean of 57.50 and its components including distributional, procedural and communicative justice with the means of 17.09, 17.56 and 22.87, respectively, have been higher than average and all of them are meaningful at the level of 99 percent ($p < 0.01$) which indicates the proper justice and its dimensions in the organization. Job satisfaction with the average of 41.94 has been higher than average and meaningful at the level of 99 percent ($p < 0.01$) which indicates proper job satisfaction in the organization.

Mental health with the average of 49.87 has been higher than average and meaningful at the level of 99 percent ($p < 0.01$) which indicates proper mental health in the organization.

2. Is there any significant relationship between organizational justice and job satisfaction of the staffs in Medical Science University of Zahedan?

Pearson correlation test was used to find the relationship between organizational justice and job satisfaction. The data are presented in table 3.

Table 3: Relationship between job satisfaction and organizational justice.

variables	Distributional justice	Procedural justice	Communicative justice	organizational justice
job satisfaction	0.23**	0.28**	0.31**	0.33**
	0.00	0.00	0.00	0.00

Results of table 3 indicate that there is significant relationship between organizational justice and job satisfaction at 99 percent level ($p > 0.01$).

There is significant relationship between distributional justice and job satisfaction at 99 percent level ($r = 0.23$, $p > 0.01$). There is significant relationship between procedural justice and job satisfaction at 99 percent level ($r = 0.28$, $p > 0.01$). There is significant relationship between communicative justice and job satisfaction at 99 percent level ($r = 0.31$, $p > 0.01$). So, it can be said that increasing organizational justice leads to increasing job satisfaction.

3. Which aspect of organizational justice predicts job satisfaction of the staffs in Medical Science University of Zahedan?

Step wise regression was used to answer the question and data is presented below.

Table 4: Relationship between organizational justice and job satisfaction of the staff.

stage	variable	R	modified R2	F change	B standard	T	Sig
1	communicative justice	0.32	0.10	40.56	0.32	6.36	0.00

As the results of table 4 shows, in first step, communicative justice has the highest prediction of job satisfaction for the staff. This variable could predict 0.10 percent of the changes in job satisfaction.

4. Is there any significant relationship between organizational justice and mental health of the staffs in Medical Science University of Zahedan?

Pearson correlation coefficient was used to study the relationship between organizational justice and mental health of the staff and results are presented in table 5.

Table 5: Organizational justice and mental health of the staff.

variables	Distributional justice	Procedural justice	Communicative justice	organizational justice
mental health	0.18**	0.20**	0.28**	0.37**
	0.00	0.00	0.00	0.00

Results of table 5 indicate that there is significant relationship between organizational justice and mental health at 99 percent level ($r = 0.37$, $p > 0.01$).

There is significant relationship between distributional justice and mental health at 99 percent level ($r = 0.18$, $p > 0.01$). There is significant relationship between procedural justice and mental health at 99 percent level ($r = 0.20$, $p > 0.01$). There is significant relationship between communicative justice and mental health at 99 percent level ($r = 0.28$, $p > 0.01$). So, it can be said that increasing organizational justice leads to increasing mental health.

5. Which aspect of organizational justice predicts mental health of the staffs in Medical Science University of Zahedan?

Step wise regression was used to answer the question and results are presented in table 6.

Table 6: Organizational justice and mental health.

stage	variable	R	modified R2	F change	B standard	T	Sig
1	communicative justice	0.28	0.08	14.94	0.28	3.99	0.00

As the results of table 6 shows, in first step, procedural justice has the highest prediction of mental health for the staff. This variable could predict 0.08 of the changes in mental health.

6. Is there any significant relationship between job satisfaction and mental health of the staffs in Medical Science University of Zahedan?

Pearson correlation coefficient was used to study the relationship between job satisfaction and mental health of the staff. The results are present in table 7 below.

Table 7:

Variable	mental health
job satisfaction	0.36
Correlation coefficient	0.00
sig	356
N	

The results indicate that there is a significant relationship between job satisfaction and mental health of the staff at the level of 99 percent.

7. Is there any significant relationship between organizational justice, job satisfaction and mental health of the staffs in Medical Science University of Zahedan in terms of gender and educational level?

Independent t-test was used to study the differences among organizational justice, job satisfaction and mental health based on gender. The results are presented in table 8 below.

Table 8: Difference in organizational justice, job satisfaction and mental health of male and female staffs.

variable	gender	N	Mean	SD	df	t	sig
organizational justice	male	170	56.27	12.06	355	1.92	0.49
	female	186	58.64	11.07			
job satisfaction	male	170	42.20	6.17	355	0.63	0.08
	female	186	41.70	8.11			
mental health	male	170	48.88	8.06	355	2.53	0.06
	female	186	50.80	7.68			

Results of table 8 indicate that there is no significant difference between male and female in terms of organizational justice at 99 percent level ($t=1.92$, $DF=355$, $p > 0.01$).

There is no significant difference between male and female in terms of job satisfaction at 99 percent level ($t=0.63$, $DF=355$, $p > 0.01$). There is no significant difference between male and female in terms of mental health at 99 percent level ($t=2.53$, $DF=323$, $p > 0.01$).

One way ANOVA was used to study the difference in organizational justice, job satisfaction and mental health of the staffs based on educational level. The results are presented in table 9.

Table 9: One way ANOVA to study the difference in organizational justice, job satisfaction and mental health of the staffs.

variable	Educational level	N	Mean	SD	d f	F	si g
Organizational justice	High school degree	61	52.52	15.23	3 352	5.29	0.00
	College degree	104	59.32	9.07			
	Bachelor's degree	160	57.73	11.06			
	Master degree	31	60.03	11.31			
Job satisfaction	High school degree	61	44.27	8.34	3 352	4.40	0.00
	College degree	104	40.35	5.61			
	Bachelor's degree	160	42.6940	7.95			
	Master degree	31	40.22	7.7171			
mental health	High school degree	61	50.85	6.38	3 352	7.20	0.00
	College degree	104	47.17	6.84			
	Bachelor's degree	160	51.03	7.27			
	Master degree	31	58.10	7.87			

Results of table 9 indicate in relation with organizational justice, highest average was for the staffs with master degree (60.03) and lowest average is for high school degree. Based on the difference in average score of the respondents based on the variance analysis, observed F about comparing the organizational justice of the staff based on their educational level is meaningful at the level of 99 percent ($F=5.29$, $p < 0.01$). In addition, in relation with job satisfaction, highest average was for the managers with high school degree (44.27) and lowest average is for master degree (4.22). Based on the difference in average score of the respondents based on the variance analysis, observed F about comparing the job satisfaction of the staff based on their educational level is meaningful at the level of 99 percent ($F=4.40$, $p < 0.01$).

In relation with mental health, highest average was for the staffs with master degree and lowest average is for college degree (47.17). Based on the difference in average score of the respondents based on the variance analysis, observed F about comparing the mental health of the staff based on their educational level is meaningful at the level of 99 percent ($F=7.20$, $p < 0.01$).

RESULTS AND DISCUSSION

Based on the findings there is a positive relationship between organizational justice, job satisfaction and mental health of the staff. Communicative justice has the highest prediction of the job satisfaction and mental health of the staffs. And there is a meaningful relationship between job satisfaction and mental health. It is also found that there is no significant difference between male and female in terms of organizational justice and job satisfaction but educational level made a difference.

So, it can be said that organizational justice can affect the attitudes and behaviors of working environment. Unfair behavior cause lower job performance, lower morals and more leaving the job and hateful behaviors toward organization. It should be considered that understanding injustice has a destructive effect on collective spirit of the workers. Injustice and unfair distribution can weaken the spirit of the workers and lowers their

motivation. Since organizational justice is one of the most important effective factors for job satisfaction and mental health of the staff, so organizations have to create motivation and efficiency for the staff to improve the achievements and organizational performance.

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