

The Effect of Perceived Justice and Organizational Silence on Organizational Commitment

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Abstract

The ultimate aim of this study is to examine the mediating role of organizational silence in relation with organizational justice and organizational commitment. Methodology in this research is descriptive evaluative. A total of 200 questionnaires were used for data analysis and SEM analysis was used to analyze the data. The results indicated that silence of employees does not play the role of mediator in relationship with organizational justice and organizational commitment. Also the results indicated that organizational justice respectively had a significant negative and positive impact on organizational silence and organizational commitment. It is noteworthy that the effect of organizational justice is more than Organizational silence. Also the results indicated that organizational silence has no significant effect on organizational commitment. The results obtained suggest that more efforts should be attributed to consult with employees thus employees realize themselves as a partner in the goals of the organizations. Also arrangements should be considered for employees to express their criticisms without being identified; And at the same time in order to communicate effectively, Classes on conflict management and ways to resolve interpersonal conflicts should be held for managers and employees. Employees who are criticizing organizational procedures and policies and are protesting against the current issues should not deal with severity and on their Monthly evaluations and fringe benefits it should not have negative impact.

Key Words: Silence of Employees, Organizational Commitment, Distributive Justice, Procedural Justice, Interactional Justice.

Introduction

Organizations to carry out their duties require resources. The most important resource in any organization which can be named is human resources. Understanding and maintenance of human resources is not only keeping people in the organization But it is to link them with organization and the creation of cross-correlation of people and organizations. There are those who remain in an organization for many years but they remain because of obligation and in this case not only does not he carry the burden for organization but also if they found an opportunity put some burden on organization.(Behzadi et al, 2012) career Attitude of employees in an organization is Highly essential for management. One important aspect of job attitudes is organizational commitment. Commitment is such an important issue that is referred to as an intangible asset. Therefore, identification of factors affecting organizational commitment will be crucial. Organizational Justice and Organizational silence may be cited as brilliant example of these factors. Organizational commitment is influenced with employees' perceptions of organizational justice within an

organization and in the case of organizational justice employees became eager to participate in social interactions. (Danayi-fard and Panahi, 2010).

Organizational justice represent administrators' and management' concern for employees And provides a bridge of trust which finally leads to increase and strength in employees' commitment to organization. (Bahari-fard et al, 2011). Fair treatment by the organizations usually leads to higher commitment towards the organization and those who feel injustice it is more likely for them to leave the organization or demonstrate some misconducted behaviors in the organization (Fani et al, 2013). Also the effect of organizational silence on organizational commitment is remarkable. Organizational silence is a phenomenon that organizations consider it as a threat for themselves and it is due to the fact that organizations struggle to prevent organizational silence. (Saygan, 2011) Vakola and Bouradas (2005) argue that organizational silence causes a sense of worthlessness, lack of control and cognitive dissonance which leads to low motivation and low commitment (Vakola and Bouradas, 2005). Researchers have recently considered the variable “organizational silence” in their researches but organizational justice is a variable that have been studied for a long time ; however, on the relationship between organizational silence it can be claimed that this is a very important issue that recently has got the consideration of organizations and it is because of the fact that this phenomenon causes a feeling of worthlessness, lack of control and cognitive dissonance and ultimately leads to lower motivation and commitment (Sharifi and Islamieh, 2013). The research on relationship between organizational commitment and organizational silence indicates that there is a negative correlation between these two variables (Nikmaram et al, 2012).

According to materials stated above problem can be stated as follows: The question that will be examined in this study is the amount of organizational commitment in Tameen-e-Ejtemayi organization located in Karaj, Tehran; and the fact that which factors contribute to employee's commitment in Tameen-e-Ejtemayi. In the context organizational silence is used as an important variable that in relationship between perceived organizational justice and organizational commitment, acts as a Mediator.

Research Literature

Perception of Organizational Justice

Justice is one of the concepts that the collective wisdom of all people supports it. Selznick was the first person to study the concept of social justice as the foundation of modern industrial societies which he was referring to the concept of having equal treatment of all individuals and also creation of opportunities for the development of individual capabilities. (Safarzadeh, 2010). A notion of justice and fairness also arise in organizational environments and among employees and generally is referred to as organizational justice. According to Greenberg (1987) organizational justice is organizational justice (Bahari-fard et al, 2011). Justice is a complex and multi-dimensional concept and it has very complex and distinct terms (Eberin and Tatum, 2008). In the literature, organizational justice is identifiable in the four following dimensions which include: Distributive justice, procedural justice, interactional justice, and informational justice.

Distributive Justice

Distributive justice is grounded in equity theory of Adams (1995). (Inca et al, 2011). (Colquitt et al, 2000) argue that Before 1975 study of justice was generally centered on distributive justice (Safarzadeh, 2010). The results were also confirmed by other researchers, for instance Konovsky (2000) stated that much of the research on organizational justice focuses on the distribution of payments or rewards associated with it. (Konovsky, 2000). Individuals, evaluate the fairness of the exchange between people and organizations by the comparison between inputs and outputs. (Yi and Gong, 2008).

According to Greenberg (1987) Distributive Justice refers to the employees' justice perceived from reward or actual output. (Baker, 2006) and In fact, distributive justice is defined as a fair distribution of resources such as wages and benefits. (Blader and Tyler, 2003). In other words, distributive justice is not just limited to the fairness of the payments but also include a wide array of organizational outcomes such as promotion, rewards, punishments, business programs, benefits and performance evaluations. (Taylor, 1984).

Procedural Justice

Over the past years, the emphasis which was solely on the allocation of rewards (Distributive justice) centered on the processes governing this assignment, was changed. Since the beginning of 1980 research attention has been focused on the procedural justice (McDowall and Fletcher, 2004). Study of procedural justice is the result of Thibaut and Walker's researches in mid 70s (Afjeh, 2006). The word "procedure" as it is used in research in the field of justice consists of a series of sequential steps to guide actions and judgments in the allocation of resources. When people are dealing with these procedures they start to judge on the fairness of these procedures (Rezayian, 2011). In fact, procedural justice is perceived fairness of the processes that organizations use to make decisions about the distribution of resources (Abu-Alanine, 2010, Nadiri and Tavana, 2010).

Interactional justice

The third type of justice is interactional justice and is introduced as a justice independent of the other two (distributive justice and procedural justice). Today, most researchers believe that Interactional justice is a field or part of the procedural justice but some researchers have questioned this perspective (Afjeh, 2006). Interactional justice was proposed by Meg and Bass (1986) and is related to personal interactions between individuals (Abu-Alanine, 2010, Nadiri and Tavana, 2010). In fact, people perceive justice through the perception of their interactions with others (McDowall and Fletcher, 2004). In other words, Interactional justice focuses on the aspects of interpersonal and group communication (Abvalanyn, 2010), In this regard certain behaviors are recognized as Fair Whereas other behaviors are considered as inappropriate and unfair (Afjeh, 2006).

Organizational Silence

Definition of Organizational Silence

Silence doesn't mean to stop talking, writing and so on; it involves speaking or writing as a transient or with no credibility, authority and also without power or reliability. (Hazen, 2006). Initial definitions of silence are equivalent to loyalty and an assumption that if there is no fear of speaking there would be anything wrong (Aylsworth, 2008). Some definitions that researchers had provided about organizational silence will be described here.

Pinder and Harlos imagined Employee silence as their participation in prevention to reveal facts about organizational circumstances by certain members of the organization who are in such a place that they can change it (Fletcher and Watson, 2007, 157). Morrison and Milliken consider organizational silence as a collective phenomenon. They worked hard on this question that Why the silence occurs on a certain population of working environment and not in a certain number? (Maria, 2006). They believe that when the majority of the members of the organization decide on keeping silence about some issues of organization, silence as a collective phenomenon would occur which refers to organizational silence. (Dan et al, 2009). Van Dyne defined Organizational silence as a deliberate refusal to work with ideas, information and perspectives (Vakula and Boradas, 2005). Henrikson and Dayton (2006) also expressed that organizational silence refers to the phenomenon of collective opinion or very low attempt in response to critical issues that the organization is facing. (Henrikson and Dayton, 2006).

In fact, the silence of an organization is an inefficient process which wastes Expense and effort and It can take different forms such as collective silence in meetings, participation in programs offered at low levels, low levels of expression and mass attitude and situations like these (Dan et al, 2009). Also organizational silence covers as well effective learning and development by blocking negative feedbacks or information that poses and does not work as well as expected in practice. The silence of people Influence the organization but it is still a vague concept and few research academics operate on silence. For example, Morrison and Milliken In the case studies of organizational silence suggest that it is a powerful impact in the organization But it has not received fair attention as it is necessary (Shojaiea et al, 2011).

Organizational Silence and Organizational Sound

Silence of employees for the first time was regarded important by Albert Hirschman, scientists of sociology in 1970 and later developed by scientists in other fields (Tulubas and Celep, 2012). Morrison and Milliken (2000) expressed a concept for organizational silence and introduced a model to identify the main dimensions of organizational silence (Vakula and Boradas, 2005). In the past 50 years the researchers were interested in investigating the concept of organizational silence with organizational sound (Bagheri et al, 2012).

Zehir and Erdogan (2011) believe that seemingly organizational silences implicitly imply not to have conversation while the institutional voice implicitly implies talking about organizational issues and problems. (Bagheri et al, 2012). But literature of the subject does not explain this story so simple. In fact, organizational silence is not defined simply as something inconsistent with organizational sound. In fact, the difference between organizational silence and sound is not in speaking however it is in the motivation that individuals refuse to provide information, ideas and opinions of their own. (Zerayi matin et al, 2011).

In research literature three types of motivation are related to organizational sound and silence. Van Dyne et al (2003) have identified these motivations and different types of organizational silence and sound which continues to be addressed. In this typology, the nature of employees' behavior is classified into the two classes: passive and proactive and then motivation of people will be examined which Include: Disengaged behavior, Self-Protective behavior and Other-Oriented behavior (Van dyne et al, 2003). Finally, the employees six types of behavior were identified which Include: Acquiescent silence, Defensive silence and Pro Social silence plus Acquiescent sound, Defensive sound and pro social sound (Van dyne et al, 2003).

Van dyne et al (2003) argue that silence of an employee is not a good reason to say he has a passive behavior. The researchers argue that organizational silence can be active, conscious, intentional, and purposeful. It could be stated that the silence that is intentional and passive is different from intentional and active Silence. Sometimes employees keep silence because of submission of the individuals to the current conditions and sometimes because of fear or conservative behaviors; and sometimes people remain silent Because of providing opportunity for others (Van dyne et al, 2003).

Acquiescent silence: refers to refrain from providing ideas, information and opinions according to submission to any condition. In this kind of silence people often behave as passive (Van dyne et al, 2003).

Self-Protective silence: Sometimes to protect their situations the employees avoid to expression their ideas, information and opinions. Self-Protective silence is intentional and proactive (Van dyne et al, 2003).

Other-Oriented silence: Other-Oriented silence has its roots in OCB literature. Accordingly this silence is defined as refusal to state work related ideas, information and opinions in order to benefit other people or organization. This kind of silence is based on altruism and cooperation. Other-Oriented silence like organizational citizenship behavior is a deliberate and active behavior that focuses on others. Like organizational citizenship behavior, organizational silence behavior is optional that cannot be performed through orders (Van dyne et al, 2003).

Definition of Organizational Commitment (O.C.)

Commitment is one of the most important issues in management, and especially in organizational behavior that more attention has been paid to. Not only the studies that are directly relevant to commitment and their results significantly has been increased, But also in most studies which their focus is not on commitment, Commitment has been considered as a variable (Burt et al, 1995). Definitions related to organizational commitment and commitment are highly varied and numerous. It is common practice to define organizational commitment as a Kind of attitude to the entire organization (not a job) which individuals are working with it. Therefore commitment is a kind of emotional attachment to the organization. As a result a person who is strongly committed to the organizational identifies himself with organization (Ashrafi Sultani Ahmadi et al, 2010). Some definitions of organizational commitment have been collected In Table 1.

Table 1: Definitions of Organizational Commitment

Researchers	Definition	Source
Kanter (1973)	People's willingness to share their values and loyalty with social system	(Ashrafi Sultani Ahmadi et al, 2010).
Sallansek (1977)	he understands Commitment as a state in which Individuals with their activities gain faith to continue with their activities and to keep on their participation in those activities	Qodarzvand Chegini and Amin Rodposhti (2012)
Oliver (1990)	Desire of individuals to engage in a certain way towards a specific goal	Oliver (1990)
Brown (1996)	Commitment is a binding force that makes the person, Even in dealing with the changing attitudes, to respect the rules and regulations.	Brown (1996)
Oreilly and Chatman (1968)	Organizational commitment is psychological attachment felt by a person toward the organization that reflect the level of internalization or acceptance of viewpoints and profile of an organization	Esakhani et al (2012)
Sheldon (1971)	Organizational commitment is an attitude or orientations that affiliate the identity of the person with organization.	Qodarzvand Chegini and Amin Rodposhti (2012)
Morhed And Griffin (2005)	Organizational commitment is a person's sense of identity and belonging toward organization	Dehghan et al (2012)
Buchanan (1974)	Commitment is a Kind of emotional and biased attachment to the values and goals of an organization.	Qodarzvand Chegini and Amin Rodposhti (2012)
Ponnu and Chuah (1974)	Commitment is a Kind of emotional and biased attachment to the values and goals of an organization.	Ponnu and Chuah (2010)
Hall et al (1970)	It is a process in which organizational goals and organizational members Largely be merged with each other.	Qodarzvand Chegini and Amin Rodposhti (2012)
Gautam et al (2004)	Attitudes or orientations toward the organization that connects individual's identity with that of organization.	Atafar and Mansori (2012)

Source: investigations of researcher

Research Background and Theoretical Model of Research

Mediating effect of Organizational Silence in Relation with Organizational Justice and Organizational Commitment

Researchers' studies indicated that Organizational silence as a mediator has not been studied but the corresponding relationship between those variables in the research background has been emphasized. Organizational silence has been studied as an independent variable in studies but this has not been checked whether it is possible organizational justice as well as having direct effect on commitment indirectly and through influence on organizational commitment affects the organizational silence? This paper argues that Organizational silence in relationship with organizational justice and organizational commitment acts as a mediator. According to the original hypothesis stated above it can be formulated as follows:

Main hypothesis: Perceptions of organizational justice on organizational commitment with respect to the role of mediator has significantly positive effect on organizational silence.

Relationship between Perceptions of Justice and Organizational Commitment

Previous studies have shown that Perceived justice of rewards, organizational procedures and interpersonal behaviors are related to individual's attitudes and behaviors and moreover, perceived justice in the organization can be associated with positive outcomes such as Organizational commitment. (Leow and Wei Khong, 2009). In fact, organizational justice represents managers and management's concern for his employees and builds a bridge of trust which ultimately increase and strengthen the employee's commitment to the organization (Bahary-far et al, 2011). Also organizational justice led to perceptions of organizational legitimacy. Lambert (2003) argues that employees who feel that the organization is fair and just in treatment of his employees are encouraged to trust on organizations and be faithful to it and ultimately this fact increases their organizational commitment. It could be stated that it is impossible for employees to have trust, belonging and commitment to such an organization which is fair and unequitable in his treatment (Bahary-far et al, 2011). Leow and Wei Khong (2009) found that employees tend to have more organizational commitment when consequences of practices used in an organization are considered fair (Leow and Wei Khong, 2009). Also On effect of organizational justice Colquitt et al (2001) found that relationship between organizational justice and organizational commitment in the field of distributive justice is stronger (Bahary-far et al, 2011). Bahary-far et al (2011) in their study evaluated the effects of procedural and distributive justice on organizational commitment and pointed out that both dimensions of justice has a significant effect on organizational commitment and represented that the effect of procedural justice in comparison with distributive justice is stronger (Bahary-far et al, 2011). With regard to the materials stated above first sub-hypothesis can be formulated as follows:

The first sub-hypothesis: perceived organizational justice has a significant positive effect on organizational commitment.

Relationship between Perceptions of Justice and Organizational Silence

Research has shown that perceived organizational justice can play an important role in employee's silence (Tolobus and Slep, 2012). According to Harlos (1997) employee's silence is a purposeful strategy that employees exhibit against the perceived injustices in an organization. Thus it can be concluded that atmosphere of justice or perceived justice may have effect on employee's decision about expression of ideas or remaining silent, concerning the organizational issues (Tolobus and Slep, 2012). This is a finding that previous researchers have had to acknowledge it. For example, Colquitt and Greenberg (2003) argue that employee's work and strive for organization are to such an extent that they believe in an organization there

is justice in the distribution of organizational resources and procedures (Colquitt and Greenberg, 2003). Also previous studies on organizational justice suggests that procedural justice on employees' perception of fairness is effective (Zoghbi-Manrique-de-Lara, 2010). Rahim et al (2000) state that employees who perceive higher procedural justice believe that decisional procedures in an organization have been designed to provide equitable outcomes (Tolobus and Slep, 2012). Tolobus and Slep (2012) believe that perceived procedural justice in prediction of faculty members' Silence is more significant and also argue that interactional justice is remarkable in silence of members but like distributive justice and procedural justice its effect would be lower. In general it can be said that in an organization, organizational silence occurs against the sense of injustice (Tolobus and Slep, 2012). With regard to the material stated above second sub-hypothesis can be formulated as follows:

The second sub-hypothesis: Perception of organizational justice has significant negative effect on organizational silence.

Relationship between Organizational Commitment and Organizational Silence

Morrison and Milliken demonstrated that organizational silence leads to cognitive dissonance among other variables and therefore would be resulted in lower motivation, commitment and satisfaction (Danayi-fard and Panahi, 2010).

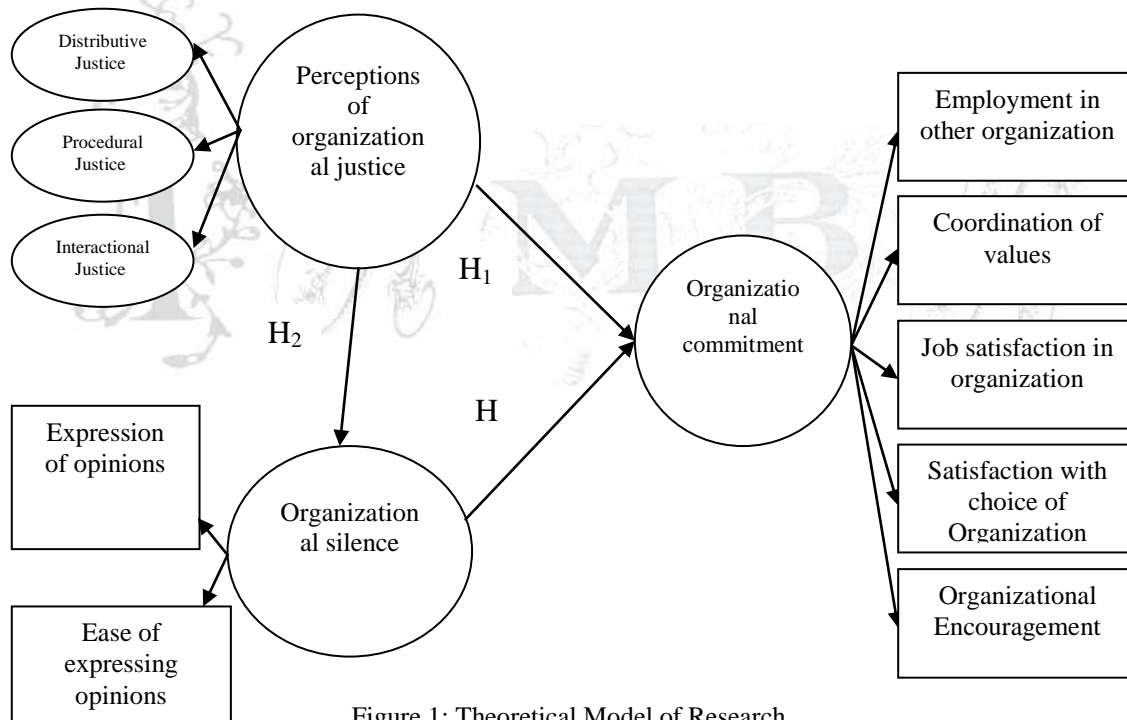


Figure 1: Theoretical Model of Research

This is a fact that other researchers have also acknowledged it. For example Vakula and Boradas (2005) argue that organizational silence make you feel worthless, lack of control and cognitive dissonance that leads to low motivation and commitment (Vakula and Boradas, 2005). This is why organizations avoid the organizational silence (Sayğan, 2011). Danayi-fard and Panahi (2010) represented that among atmosphere of silence (Attitudes of senior management to silence, supervisors' attitudes to silence and communication opportunities) and job attitudes of employees with behavior of employees' silence (Job satisfaction and organizational commitment) there is a significant relationship in a way that attitude of senior management

and attitudes of supervisors with employees behavior of silence; There is a relatively strong positive correlation and between opportunities of communication and job attitudes of employees with employees' silence behavior there Is a relatively strong negative correlation (Danayi-fard and Panahi, 2010). Saygan (2011) also showed that there is a negative relationship between affective commitment and organizational silence (Saygan, 2011). With regard to the materials stated above third sub-hypothesis can be formulated as follows:

The third sub-hypothesis: organizational silence has negative significant effect on organizational commitment.

According to the materials stated, the theoretical model described in this section can be represented in Fig 1. It is noteworthy that in this model, cases which are shown in circles are research variables (dimensions) and cases shown in rectangle are parameters that were evaluated.

Research Methodology

The present research is a descriptive-evaluative study and in terms of purpose, is considered an applied research. Statistical population examined in this study included Tameen-e-ejtemayi's employees in Karaj. According to the information received from Tameen-e-ejtemayi Administration located at Alborz province, the number of employees working in branches of this organization in Karaj are 370 individuals. Four branches of Tameen-e-ejtemayi Organization are active in Karaj. Due to the limited number of population in this study, the finite population sampling formula (Azar Momeni, 2008) is used. Considering the error of 5% and confidence intervals of 95% the number of samples needed is 189. Sampling method in this study is Stratified random sampling. In this case, each organizational branch of Tameen-e-ejtemayi in Karaj are considered as a class and proportional population of branch would be sampled from that branch. Total number of 225 questionnaires were distributed among population that ultimately 200 questionnaires were used for data analysis. Information on each of the branches in Tameen-e-ejtemayi Organization of Karaj and the number of samples for each branch as well are shown in Table 2.

Table 2: Information of sample size

Branch	Number of Employees	Ratio	The sample size calculated	Number of distributed questionnaires	The number of questionnaires obtained	Return Rate
Branch No. 1	87	0.235	45	55	50	0.90
Branch No. 2	110	0.297	57	65	58	0.89
Branch No. 3	83	0.224	43	50	44	0.88
Fardis Branch	90	0.243	46	55	48	0.87
Total	370	1	291	225	200	0.89

Validity and Reliability

The research questionnaires is set based on research of Vakula and Buradas (2005) and Leow and Khong (2009) and after translation, Dissections and modifications was placed at the disposal of professors and professionals; then after outlined corrections the final questionnaire was developed. The questionnaire consisted of 31 questions that were analyzed by 5-point Likert scale. In order to determine the reliability of the questionnaire Before distributing the questionnaires in desired numbers, 20 questionnaires were distributed in the statistical population and after collecting the questionnaires Cronbach's Alpha coefficient separately for different variables and later also for the total questionnaires was calculated. Distribution of questions for each research variables and calculated Cronbach's alpha for research variables as well are given in Table 3.

Table 3: Reliability and validity of questionnaires

Variable	Dimension	Indexes	Total of Questions	Number of Questions	Questions' Source	Cronbach's Alpha
Organizational Justice	Distributive justice	• Merit for Rewards Employees' satisfaction of rewards ,Rewards consistency with expectations, Fairness of Rewards , organizational Rewards' Comparison with other organizations, Balance between performance and rewards	10	1-10	Leow and Khong (2009)	0.958
	Procedural justice	Formal means to challenge decisions, formal procedures for non-interference biases, formal channels for expression of views on decisions, formal procedures for data collection	5	11-15	Leow and Khong (2009)	
	Interactional justice	Polite behavior of the supervisors, the supervisors' honesty, fair attention to employees, behavior along with respect	8	16-23	Leow and Khong (2009)	
Silence of Employees		rate of employees' Dissentment to managers Ease of dissenting by employees to managers	7	24-30	Vakula and Buradas (2005)	0.930
Organizational Commitment		* opportunities for employment in other organizations * Coordination between the values of the organization and employees * satisfaction for Employment in the organization * Being satisfied with the choice of organization * Encouraging of organizations in applying maximum effort	5	31-35	Vakula and Buradas (2005)	0.805
Questionnaires		35	1-35		0.956	

Source: investigations of Researcher

Statistical Analysis

Specifications of Statistical Sample

Initially, demographic characteristics of samples were examined. Table 4 shows the investigated specifications for statistical sample.

Table 4: Demographic specifications of statistical sample

	Married	Single	Marital Status		Female	Male	Sex
	161 80	39 20	Frequency Percent		101 51	99 50	Frequency Percent
Conventional	Contractual	Official	Type of Contract	Masters and above	Bachelor	Associate degree and lower	Education
13 7	33 17	154 77	Frequency Percent	29 14.5	104 52	67 33.5	Frequency Percent
			More than 50	Between 40 and 50	Between 30 and 40	Less than 30	age
			9 5	55 28	112 56	24 12	Frequency Percent
	Between 26 and 30	Among 21 and 25	Between 16 and 20	Between 11 and 15	Between 6 and 10	Less than 5	Years of service
	7 4	16 8	42 21	80 40	39 20	16 8	Frequency Percent

Normality Test of Data

Kolmogorov-Smirnov test to study claimed hypothesis on the distribution of data for variable was used. Normality test results on research variables are shown in Table 5.

Table 5: Test of normality for the research variables

Variable	Statistical value	Significant level	Error value	Test results
Organizational Justice	0.799	0.545	0.05	Normal
Silence of Employees	1.074	0.199	0.05	Normal
Organizational Commitment	1.234	0.095	0.05	Normal

As Table 5 indicates achieved level of significant is larger than Error value which means that the test statistic is in the reliability zone and consequently there is not enough evidence to reject the assumption of normality of the data. Therefore it can be concluded that the data follow a normal distribution and parametric tests can be used.

Correlation of Research Variables

Pearson correlation test was used to show the relationship between research variables. Correlation coefficients between reported research variables in Table 6 indicate that the research variables are significantly correlated but it should be noted that having significant correlation doesn't mean having influence.

Table 6: Correlation between research variables

Research Variables	Organizational Commitment	Silence of Employees	Organizational Justice
Organizational Justice	0.468** (0.000)	-0.259** (0.000)	-
Silence of Employees	-0.296** (0.000)	-	-
Organizational Commitment	-	-	-

Correlation is significant in the 99%.

Structural Equations Modeling (SEM)

In structural equations modeling two models of measurement model and structural model are examined. In the structural model both Latent variables as well as Observed variables which indicate the latent variables are linked together in a logical way. Fundamental idea in structural equation modeling is that it is possible that via review of variances and covariance of the variables we are able to test the hypothesis to see whether variables are linked through a set of linear equations or not. Because standard scores are always comparable Standardized scores are used in the analysis (Klein 2001). The path coefficients or loading factors in the 95% level are significant only when t-value fall outside the range of (-1.96 to +1.96) and when the value of T is outside the range of (-2.575 to +2.575) loading factors are significant in the level of 99%. Coefficients obtained in this section are used to accept or reject the hypotheses.

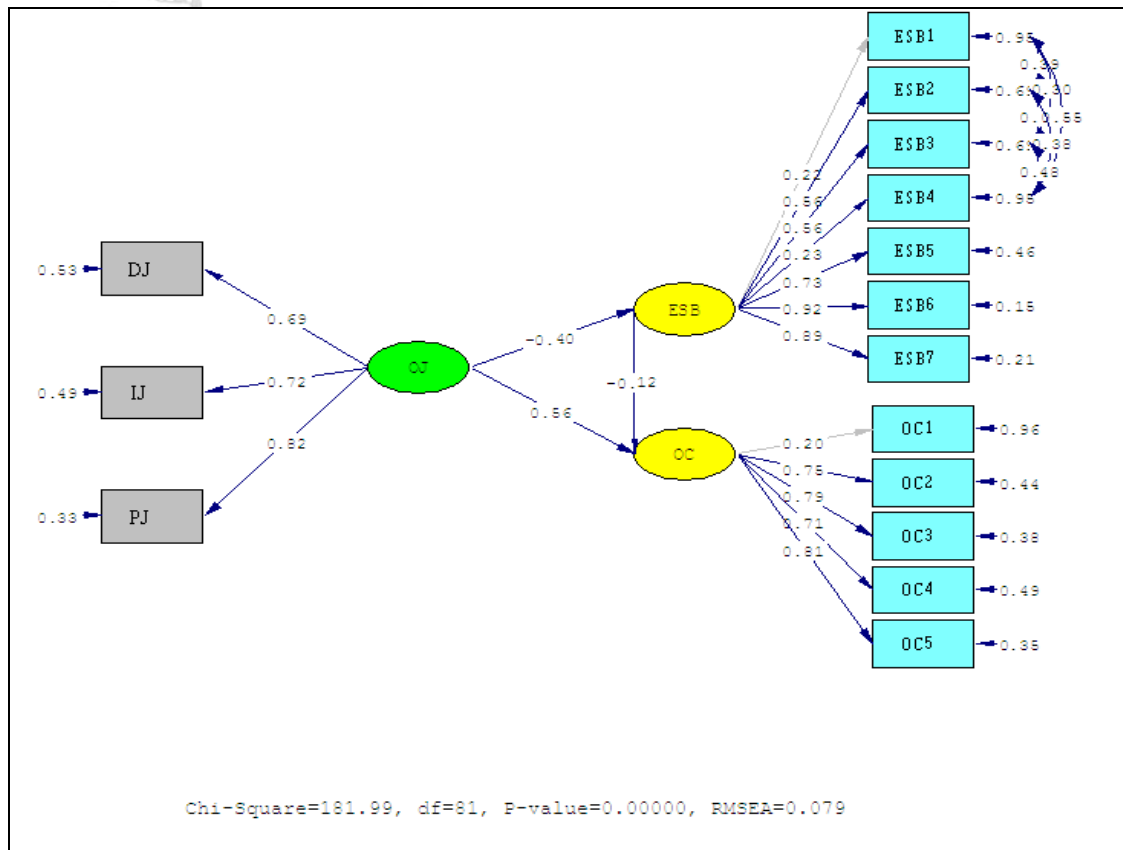


Figure 2: Structural Model (standardized coefficients)

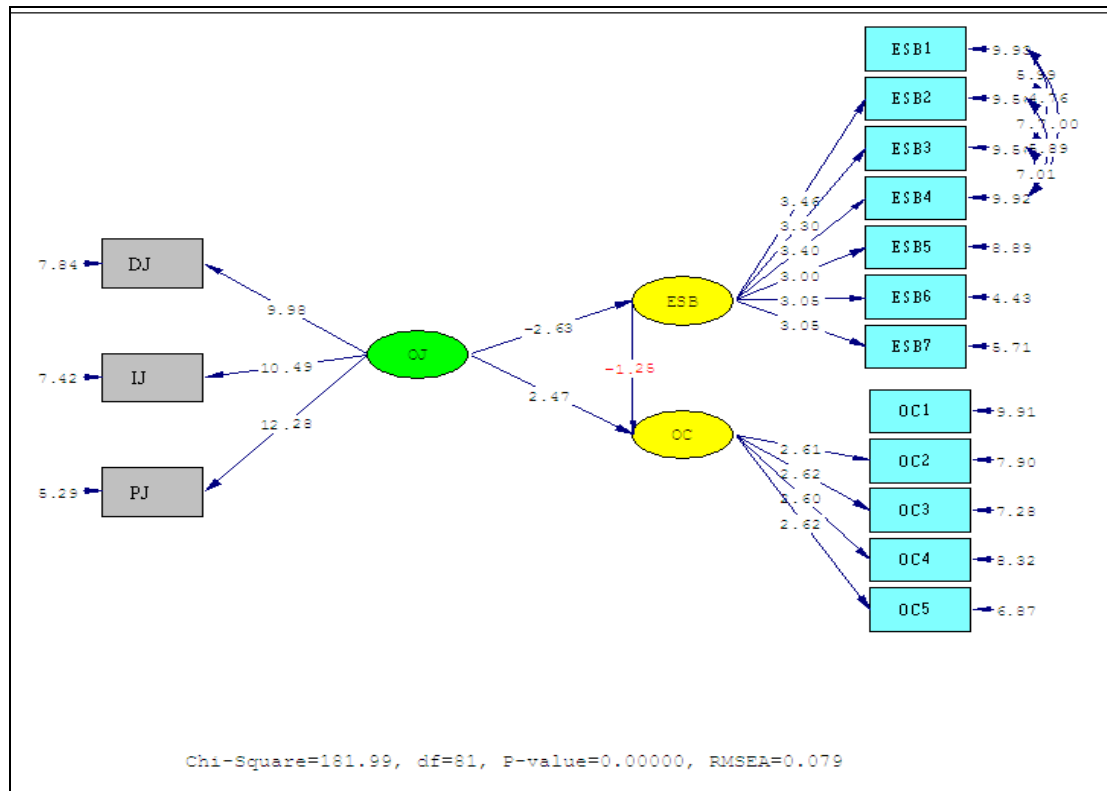


Figure 3: Structural Model (significant coefficients)

Fitting index is shown in Table 7.

Table 7: Structural models of Fitting index.

NNFI	NFI	AGFI	GFI	CFI	RMSEA	P-value	χ^2/df	Fitting index
0.93	0.92	0.84	0.89	0.95	0.079	0.000	1.999	Index value

According to the suitability indices for the model used in this study, it can be concluded that the model used with collected data, has a good suitability and as a result, the model can be used in test hypotheses.

Hypothesis Testing

Main hypothesis of the research concerning the effect of organizational justice perceptions considering the mediator role of institutional silent has a significant and positive effect on organizational commitment of employees. In order to investigate the main hypothesis the approach of Baron and Kenny (1986) is used. The results indicated that in a separated model the effect of organizational justice on organizational commitment is positive and significant. And when the variable (mediator variable), silence of employees is added in this relationship; the effect of organizational silence was not significant but at the same time the effect of organizational justice on organizational commitment was significant. Therefore it can be concluded that main hypothesis of research is rejected. It is because organizational justice has just direct effect on organizational commitment and the effect of organizational justice through the mediator variable (Silence of employees) was rejected.

The first sub-hypothesis research claims that perceptions of organizational justice on organizational commitment have a significant positive effect.

Significant coefficient of (+2.47) in Figure 3 indicate that Path coefficient (0.56) obtained in the structural model were significant. Path coefficients obtained indicate that if a single unit of organizational justice in Tameen-e-ejtemayi organization of Karaj increases, As a result the organizational commitment of employees will increase up to 0.560.

The second sub-hypothesis states that perceptions of organizational justice on organizational silence have a significant negative effect. Significant coefficient of (-2.63) in Figure 3 indicates that path coefficients of (-0.40) obtained in the structural model were significant. Obtained path coefficients indicate that if a single unit of organizational justice in Tameen-e-ejtemayi organization of Karaj increased as a result silence of employees up to (0.40) should be decreased.

The third sub-hypothesis of this study stated that silence of employees has a significant negative effect on organizational commitment. Significant coefficient of (-1.25) in Figure 3 indicate that the path coefficient (-0.12) obtained in the structural model is not statistically significant. Therefore, it is consultable that there is not enough evidence to reject the null hypothesis and consequently the third sub-hypothesis of research is rejected.

Conclusions and Recommendations

The most important resource in any organization is human resources. Recognition and preservation of human resources is not simply keeping individuals within an organization but is to link them with organization and is the creation of cross-correlation of individuals and organizations. There are those who remain in an organization for many years But they remain because of obligation and in this case not only does not he carry the burden for organization but also if they found an opportunity put some burden on organization.(Behzadi et al, 1391) career attitude of employees in an organization is highly essential for management. One important aspect of job attitudes is organizational commitment. Commitment is such an important issue that is referred to as an intangible asset. Therefore, identification of factors affecting organizational commitment will be crucial.

The main objective of this research is to investigate the effect of perceived organizational justice on organizational commitment with regard to the mediating role of organizational silence. The population of this research consisted of all employees of Tameen-e-ejtemayi organization located in Karaj, which based on the information obtained are 370 people. A stratified random sampling method in this study is used. Then the number of 225 questionnaires was distributed in Statistical population and finally, 200 questionnaires were used for data analysis. Structural equation modeling was used to analyze the data.

Test results of the Main hypothesis of research imply that mediating role of organizational silence in relationship between organizational justice and organizational commitment was not confirmed. The results of this research on organizational silence intermediation associated with organizational justice and organizational commitment is a new finding. But Crueo and colleagues (2012) represented that the variable that plays the role of mediator between organizational justice and organizational commitment is job satisfaction and it is because respecting organizational justice directly influences job satisfaction and the other hand, the job satisfaction due to the organizational justice, affects the increase of organizational commitment of officers (Crueo et al, 2012).

The first sub-hypothesis testing results of the study indicate that organizational Justice directly and significantly influence organizational commitment. Therefore the first sub-hypothesis was confirmed. The

results obtained in this research are similar to findings of Crueo and colleagues (2012). They showed that the police officers' perceptions of organizational justice are positively associated with the level of their organizational commitment. Furthermore; the effect of procedural and interactional justice, through the distributive justice on organizational commitment of officers is obvious (Crueo et al, 2012). Also in another study Pono and Chuah (2010) showed that distributive justice and procedural justice has a significant effect on organizational commitment (Pono and Chuah, 2010). Javad, et al (2012) showed that there is high correlation between different dimensions of organizational justice and organizational commitment which is due to the fact that sense of fairness in three dimensions of justice leads to higher commitment toward the organization (Javad et al, 2012). In internal investigations as well researchers corroborated the impact of organizational justice on organizational commitment. For example Javadin Seyed et al (2013) and Shams Ahar et al (2011) demonstrated that organizational justice on organizational commitment has a significant positive effect (Javadin Seyed et al, 2013). But some researchers believe that three dimensions of justice have no direct impact on organizational commitment For instance Yarmohammadian et al (2013) showed that procedural justice has no significant effect on organizational commitment however, distributive justice and interactional justice have a significant effect on organizational commitment (Yarmohammadian et al, 2013).

The second sub-hypothesis test revealed that organizational Justice has a significant negative influence on organizational silence. Hence the second sub-hypothesis was approved. The results obtained in this study is consistent with research that Tangyrala and Rimnewgem (2008) conducted, they showed that perceived justice atmosphere affects the employees' Silence and reduces silence of employees (Tangyrala and Rimnewgem, 2008). Also, Dabbagh et al (2012) demonstrated that there is a positive association between lack of organizational silence and each dimensions of organizational justice (Dabbagh et al, 2012).

The results of the third sub-hypothesis of study imply that sufficient evidence regarding a significant impact of organizational silence on organizational commitment was not found. Thus, the third sub-hypothesis was not confirmed. Results of this study was in contrast with findings of Deniz et al (2013) because they demonstrated that Employees' affective commitment is negatively correlated with one of the dimensions of employees' silence (defensive silence) (Deniz et al, 2013). Also Nikmaram et al (2012) represented that the intensity of the relationship between organizational commitment and organizational silence among faculty members of universities is stronger than the employees (Nikmaram et al, 2012). Along with other researchers Azari and colleagues (2014) showed that there is a significant relationship between organizational commitment and organizational silence (Azari et al, 2014). to confirm The results of this study Deniz et al (2013) revealed that they could not find significant relationship between affective commitment with other dimensions of organizational silence (except for defensive silence) (Deniz et al, 2013).

Based on the results obtained it is recommended that:

In relation to the first sub-hypothesis of research Removal and installation of employees (Especially at management level) must be treated scientifically in order to appoint those with knowledge and experience in key positions, so in this way people in the organization will have positive motivation and more efforts should be paid to consultation with employees thus by this way employees feel themselves participated in organizational goals. as a matter of fact communication path should be bottom-up and upgrade; procedures should be clear to all employees in critical positions; so in this way they will transfer perceived legitimacy of employees' promotion to their employees.

In relation to the second sub-hypothesis of research Arrangements should be made so that employees may express their criticisms without being recognized. Also conducting meetings and gatherings between managers and employees so that employees may express their opinions and comments orally or via questionnaire, conducting classes for employees and managers to resolve conflicts in order to enhance

information about eradicating interpersonal conflicts; and employees who are criticizing the organizational policies and procedures and denounce against current issues should not be treated so firmly And in monthly evaluations and fringe benefits should not have negative impact.

In the context of these study difficulties was with the distribution of the questionnaires that despite getting the official recommendations from General Office, employees towards filling the questionnaires were uninterested. Due to the limitations of this study, it is highly recommended future researchers to conduct this study in a private organization and compare the results.

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