



Investigating The Relationship Between Organizational Justice And Organizational Commitment With Mediation Of Organizational Culture And Job Satisfaction: The Role Of Gender Adjustment

Mehdi Sari M.Sc. in Industrial Psychology, Islamic Azad University, Central Tehran Branch, Tehran, Iran.

Dr. Leila Piri Visiting Professor, Department of Industrial and Organizational Psychology, Islamic Azad University, Central Tehran Branch, Tehran, Iran.

Abstract

Background and Aim: The aim of this study was to investigate the relationship between organizational justice and organizational commitment mediated by organizational culture and job satisfaction and the role of gender moderator.

Methods: The method of this research is descriptive survey. The statistical population of the present study is all employees of the central office of the Export Development Bank of Iran (165 people) who are working in 1400. 90 people were randomly selected from the central office of the Export Development Bank of Iran and research questionnaires were administered to them. Structural equation analysis was used to test the research hypotheses.

Results: The results showed that regression coefficients between organizational justice and organizational culture were 0.64 between organizational justice and job satisfaction 0.72 between organizational justice with organizational commitment 0.39 between organizational culture and organizational commitment 0.35 and between satisfaction There is 0.40 job and organizational commitment, of which the regression coefficient between organizational justice and organizational commitment is not significant, but other path regression coefficients are 95% significant and show that there is a significant relationship between the variables. Significant regression coefficients of organizational justice to organizational culture and organizational justice to job satisfaction are 0.577 and 0.704, respectively, and the effect of organizational justice on organizational commitment is mediated through organizational culture and job satisfaction. According to the values of the above table, the regression coefficients of the path of organizational justice to organizational

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culture is -0.577 and the path of organizational culture to organizational commitment is equal to 0.237 and is significant.

Conclusion: Therefore, organizational culture mediates the effect of organizational justice on organizational commitment. The regression coefficients of the path of organizational justice to job satisfaction is equal to 0.704 and the path of job satisfaction to organizational commitment is equal to 0.252 and is significant, so job satisfaction mediates the effect of organizational justice on organizational commitment. Gender also has a moderating effect on the relationships between variables in the proposed model.

Keywords: Organizational Justice, Organizational Culture, Organizational Commitment, Job Satisfaction, Gender

1.Introduction

In today's changing and highly competitive environment, organizations need to focus more on efficiency and effectiveness in order to survive. Banks also pay close attention to their human resources to survive in the volatile and dynamic global markets. One of the important issues in the field of human resource management is the organizational commitment of employees. In fact, committed employees are a kind of asset and capital for banks and their role in advancing the bank's goals, building trust in service and effectiveness and key progress. Organizational commitment, as one of the key components in organizational effectiveness and productivity, has been a common topic of organizational research over various decades (Fouret et al., 2007; Meyer, 2002).

Organizational justice, in addition to organizational commitment, has a large share in the service of banks. Organizational justice or people's feelings about whether what they receive is fair or unfair is important because it has important social consequences. The fair treatment of the organization and its officials makes the members feel more committed to the organization and strengthens the extra-role behavior and organizational culture among them. All of these factors can lead to job satisfaction. Job satisfaction tends to be influenced by the belief that satisfied employees perform at higher levels. Employees who are satisfied with their job are employees who act in a collaborative and group manner and are highly motivated; In fact, satisfied employees are better employees; Because they are more productive. From the perspective of many researchers, achieving the desired level of the two variables described, namely job satisfaction and organizational commitment depends on understanding the organizational culture and the existence of a desirable organizational culture in the organization. Knowing and understanding what makes organizational commitment and how to create and maintain it helps managers to better create the conditions and space for organizational commitment.

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One of the factors that strongly affects the organizational behavior of each individual is job satisfaction. Job satisfaction reflects the positive and negative feelings and attitudes we have about our job, which depend on a large number of work-related factors and range from where we are to where we feel about achieving our goals (Mahdad 1384). There are several definitions of job satisfaction, some of which are mentioned. It is often said that a happy employee should be satisfied with his job. The importance of job satisfaction stems from the fact that most people spend about half of their waking hours at work. Dessler defines job satisfaction as the degree to which needs are met through a job or experience gained in relation to a job. He affirms the ability of employees to play a role in the organization's ideals, to feel happy about their job, and to hope that their needs will be met. As a result, employees' inability to meet their needs leads to dissatisfaction (Azizi et al., 2008).

Robbins (1989) defined job satisfaction as a general attitude toward their job and the difference between the amount of remuneration received by employees and the amount they believe they should receive. Robbins believes that a person with a high level of job satisfaction has a positive attitude toward the job, while a person who is dissatisfied with the job has a negative attitude toward the job (Imbah Wycomfona, 2012). Definitions of job satisfaction suggest that this concept expresses the positive feelings and attitudes that a person has towards his job when it is said that someone has a high level of job satisfaction, that is, in general, loves his job, values it highly. Is and looks at it positively and in general has a good and desirable feeling towards it (Shafiabadi, 1375). Job satisfaction in a precise context can be accepted as follows: Employees' feelings or general attitudes toward their job and job components such as work environment, working conditions, fair rewards, and relationship with co-workers (Kim et al., 2005).

Another variable that is mentioned in the present study as an effective factor on organizational commitment is organizational justice. Organizational justice is related to fair treatment of people in organizations. It can also be a very limited part of social justice. A concept that has been controversial by philosophers for hundreds of years. Organizational justice is a useful concept for testing a wide range of organizational issues. It has been claimed that justice is the first virtue of social institutions (Saatchi, 2008). Maslow has introduced justice as almost a basic need and has put it in a group with fairness, honesty and order and has mentioned them as basic preconditions for satisfying needs (Hosseinzadeh, Naseri 2007).

Organizational culture refers to a pattern of values, beliefs, and behaviors learned from the past, along with experience that has evolved throughout the history of organizations and tends to be reflected in the major behavioral arrangements of members (Hill, 2000, quoted by Goodarzvand et al., 1389). Rezaei et al. (2015) found a direct and positive relationship

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between organizational justice and organizational commitment. Mortazavi and Orizi (1399) in their research also has a positive and direct relationship between organizational justice and organizational commitment in the absence of family conflicts. One of the reasons for the importance of reviewing and studying organizational commitment is that organizations with members with high levels of organizational commitment usually have higher performance, less absenteeism and delays from their employees, and in many cases, organizations need people who Work for the benefit of the organization, beyond the prescribed tasks (Rose, Kummer & Pak, 2009). Organizations need people who work for the benefit of the organization beyond the assigned tasks, and this is especially important in sensitive jobs (Smith et al., 2010). Organizational commitment of employees has potential and serious effects on the performance of the organization, can be an important predictor of the effectiveness of the organization (Aydin, Sarir and Yousal, 2013); Therefore, the main question of the present study is whether there is a relationship between organizational justice and organizational commitment mediated by organizational culture and job satisfaction of employees of the Export Development Bank of Iran?

2.Method

The method of the present study is descriptive survey. The statistical population of the present study is all employees of the central office of the Export Development Bank of Iran (165 people) who are working in 1400. The sample size is estimated at 90 people according to the Cochran's formula. Stratified random sampling method was used. The research questionnaires were administered individually in the order of organizational justice, job satisfaction, organizational culture and organizational commitment, and during the implementation of the questionnaires, staff questions were answered. Cronbach's alpha was used to evaluate the validity of the research tool. Kolmergr off-Smirnov test was also used to evaluate the normality of research data distribution. In descriptive statistics, frequency distribution tables were used to distribute research data and descriptive indicators (central and dispersion) were used for research variables. In inferential statistics, Emos software and structural equations were used to test the research hypotheses.

Research tools

Organizational Culture Questionnaire

The Denison Standard Organizational Culture Questionnaire, which has 36 questions and 4 components of work engagement, compatibility, adaptability, and mission, was used.

Job Satisfaction Questionnaire

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The Minnesota Job Satisfaction Questionnaire (MSQ) consists of 19 items and 6 subscales of payment system, job type, promotion opportunities, organizational climate, leadership style and physical condition, which is used to measure job satisfaction.

Organizational Justice Questionnaire

This questionnaire was designed by Nikaf and Morman (1993) and validated by Shokran and Naami in 2003. The questionnaire has 20 items and has been created to assess the status of justice and the implementation of the type of justice in organizations. This tool consists of three scales of distributive justice (5 items), procedural justice (6 items), interactive justice (8 items). This tool is on a five-point scale (completely incorrect to completely correct) to which a score of 1 to 5 is assigned. The average score obtained from this tool is 60.

Organizational Commitment Questionnaire

Designed and used by Meyer and Allen in 1990, this questionnaire has 24 descriptors for measuring three dimensions (emotional, normative, and continuous) of organizational commitment, with questions for each dimension separate from the other two dimensions. Meyer and Allen's organizational commitment validity coefficients for emotional, normative and continuous dimensions are 0.85, 0.79 and 0.83, respectively.

3.Results

Table (1): Descriptive indicators related to organizational justice, organizational culture, job satisfaction and organizational commitment

	Job Satisfaction	Organizational Commitment	Organizational Culture	Organizational Justice
Number	88	88	88	88
Average	17.94	24.61	42.93	24.00
Standard deviation	5.338	4.195	11.097	7.045
Variance	28.491	17.596	123.145	49.632
Slope coefficient	-.154	-.124	.067	-.031
Standard error of skewness	.257	.257	.257	.257
minimum	6	14	18	8

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As the table above shows, job satisfaction (17.94) is close and participants have moderate jobs. Organizational Organizations is 24.6 and is higher than the tools (18) and is a good indicator of participants. Organizational culture with an average of 42.93 indicates higher organizational culture because it is 37 according to the tool and participants have a high culture. Organizational justice with an average of 24 indicators is the average level of organizational justice in companies.

The theoretical model of the research is shown in Figure (1). In this model, organizational justice directly affects the organization and indirectly affects the organizational culture through organizational mediation and job satisfaction. In addition, gender plays a moderating role. In other words, in this organization, organizational modeling is predictive (exogenous), organizational change is the result or dependent (endogenous), organizational culture and job satisfaction are mediating (endogenous) changes, and genders are the moderating variables.

After the questionnaire on the use of Iran's development development, the credentials of the four questionnaires, the indicators of which are presented in Chapter Three. Then, because to perform structural equation modeling, we need indices whose correlation with the measurement attribute is more than 0.70. Therefore, 9 questions have been considered for measuring organizational justice, 8 questions for organizational culture, 6 questions for job, and 5 questions for organizational organization, respectively. In the next step, after preparing the recorded errors, identifying and deleting the neutral response, identifying and identifying the missing persons, identifying and examining the outliers, and examining the default multivariate normal. Then the car model was drawn in AMOUS environment. In the next step, analytical factor analysis in order to compare the proposed model based on the theory with the model that exists in the real world. Done. Accomplished. In fact, in factor analysis, evaluation is used to examine the goodness of the model, or in other words, evaluation of the proposed model is similar to the real model in the statistical community. Finally, after several modifications of the model, a significant improvement was obtained, which is presented below along with the model fit results.

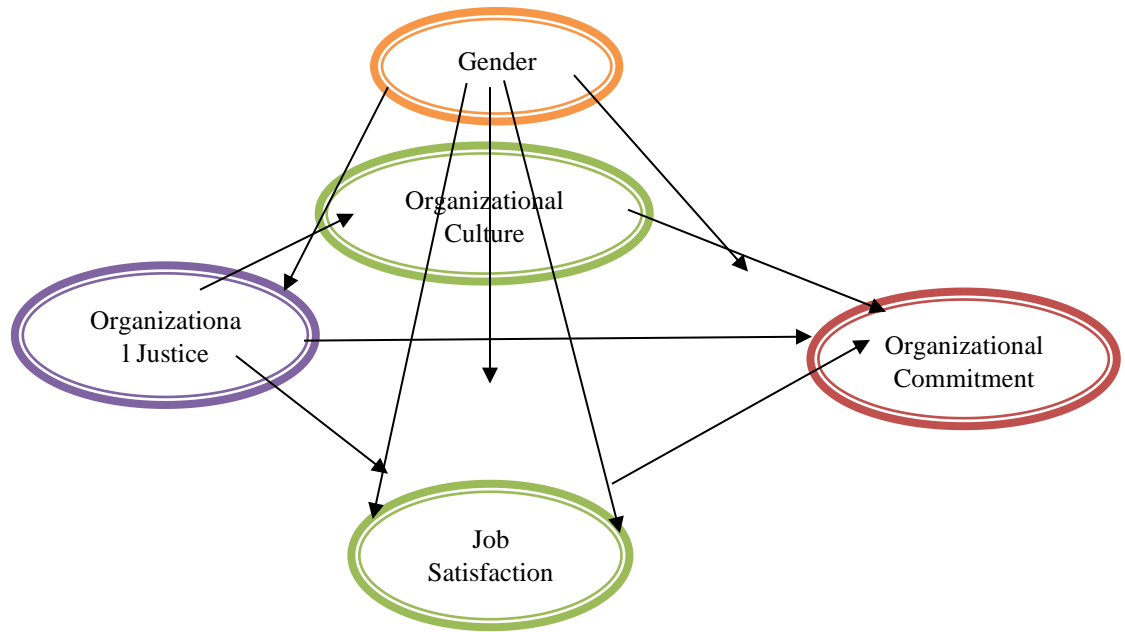
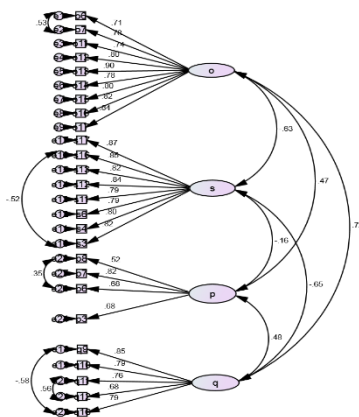


Figure 1- Theoretical model of research

Confirmatory factor analysis model of predicting organizational commitment and standardized results after eliminating weak markers and drawing covariance is shown in Figure 2. According to the calculated indicators related to the confirmatory factor analysis model, the prediction of organizational commitment can be concluded that the model has a sufficient fit because CMIN-DF is equal to 1.278 and RMSEA is equal to 0.057 equal to CFI 0.95 and IFI equal to 95. / 0 and TLI is equal to 0.95. PNFI equals 0.72 and PCFI equals 0.85. After determining the fit of the model, the relationships between the variables were estimated and the research hypotheses were tested.



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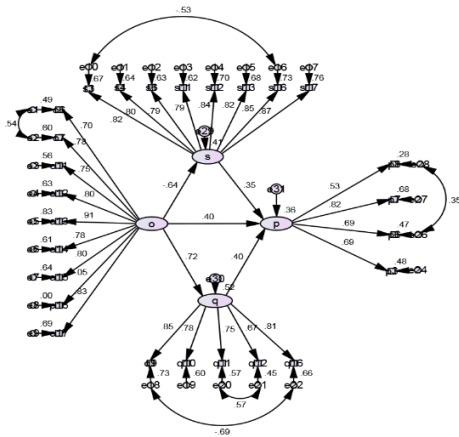


Figure 3- Estimation of relationships between variables

As can be seen, between the eighth and sixth indicators of organizational commitment, the tenth and sixteenth indicators of organizational culture, the sixth and seventh indicators of organizational justice, the eighteenth and twenty-second indicators of job satisfaction and the eleventh and twelfth indicators of job satisfaction were created in the covariance confirmation factor analysis stage. Improved model and reach the desired level. Then the standardized regression coefficients of the model paths were calculated, the values of which are shown on the model. The values shown indicate that regression coefficients between organizational justice and organizational culture are 0.64 between organizational justice and job satisfaction 0.72 between organizational justice with organizational commitment 0.39 between organizational culture and organizational commitment 0.35 and between satisfaction There is 0.40 job and organizational commitment, of which the regression coefficient between organizational justice and organizational commitment is not significant, but other regression coefficients of paths are 95% significant and show that there is a significant relationship between the variables.

Table (2): Standard regression coefficients of SEM model paths

routes	Non-standard regression coefficients of routes	Standard path regression coefficients	standard error	Critical ratio of paths	Significance level
s <--- o	-. 579	0/644	.100	-5.761	***

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routes	Non-standard regression coefficients of routes	Standard path regression coefficients	standard error	Critical ratio of paths	Significance level
q <--- o	.710	0/722	.113	6.292	***
p <--- o	.245	0/393	.128	1.913	.056
p <--- s	.237	0/348	.108	2.194	.028
p <--- q	.250	0/402	.115	2.175	.030

Man R2 The internal variables of organizational culture, organizational commitment and job satisfaction are 0.415, 0.359 and 0.521, respectively. This means that 41.5% of organizational culture, 35.9% of organizational commitment, and 52.1% of variance of job satisfaction are explained by the model.

Table (3): Results of regression coefficients of model paths with full effect

routes	Non-standard regression coefficients of routes	standard error	Critical ratio of paths	Significance level
s <--- o	0/000			
q <--- o	0/000			
p <--- o	0/299	0/092	3/241	0/001
p <--- s	0/000			
p <--- q	0/000			

It is significant (0.299) because the direct effect is significant, mediation can be considered.

The results of regression coefficients of model paths with full effect show that there is a significant direct relationship between organizational justice and organizational

commitment of 0.299. Therefore, the effect of mediating variables (culture and job satisfaction) on organizational commitment can be examined.

- There is a relationship between organizational justice and organizational commitment mediated by organizational culture.
- There is a relationship between organizational justice and organizational commitment mediated by job satisfaction.

Table (4): Results of regression coefficients of model paths with mediating effect

	Non-standard regression coefficients of routes	standard error	Critical ratio of paths	Significance level
s <--- o	-. 577	.099	-5.840	***
q <--- o	.704	.111	6.349	***
p <--- o	.240	.127	1.894	.058
p <--- s	.237	.109	2.188	.029
p <--- q	.252	.116	2.173	.030

As can be seen, the significant regression coefficients of organizational justice to organizational culture and organizational justice to job satisfaction are 0.57 and 0.704, respectively, and the effect of organizational justice on organizational commitment is mediated through organizational culture and job satisfaction. According to the values of the above table, the regression coefficients of the path of organizational justice to organizational culture is -0.577 and the path of organizational culture to organizational commitment is equal to 0.237 and is significant; Thus, organizational culture mediates the impact of organizational justice on organizational commitment.

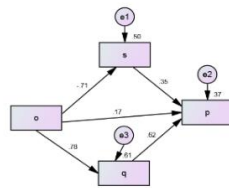
On the other hand, according to the values in the table above, the regression coefficients of the path of organizational justice to job satisfaction is 0.704 and the path of job satisfaction to organizational commitment is equal to 0.252 and is significant, so job satisfaction mediates the effect of organizational justice on organizational commitment. Since both indirect paths of organizational culture to organizational commitment and organizational justice to organizational commitment became significant, organizational culture partially mediates the path of organizational justice to organizational commitment, and also because both indirect paths of job satisfaction to organizational commitment and organizational

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justice to organizational commitment. They are significant, so job satisfaction partially mediates the path of organizational justice to organizational commitment.

Gender has a moderating effect on the relationships identified in the model. Standardized results for both male and female models are presented in the table and diagrams below.

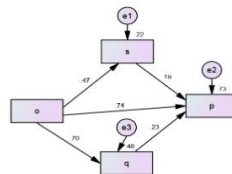
	Men	Estimate	P
s <--- o		-. 708	***
q <--- o		.781	***
p <--- o		.165	.335
p <--- q		.620	***
p <--- s		.352	.006



	women	Estimate	P
s <--- o		-. 470	.096
q <--- o		.696	.002
p <--- o		.743	.003
p <--- q		.233	.317

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	women	Estimate	P
p <---	s	.177	.349



According to the standard regression coefficients calculated for male and female employees under study, it can be concluded that gender has a moderating effect on the relationships between variables in the proposed model. So that the relationship between organizational justice and organizational commitment is not significant in men but other observed relationships are significant. In contrast, in the women's group, the relationship between organizational justice and organizational culture, organizational commitment with job satisfaction, organizational commitment with organizational culture in the women's group is not significant, but the relationship between organizational justice with job satisfaction and organizational commitment is significant.

4. Discussion and conclusion

The aim of this study was to investigate the relationship between organizational justice and organizational commitment mediated by organizational culture and job satisfaction and the role of gender moderator. The results in descriptive statistics showed that the average job satisfaction (17.94) is close to the average and participants have moderate job satisfaction. The average organizational commitment is 24.61, which is higher than the average of tools (18) and indicates the good commitment of the participants. Organizational culture with an average of 42.93 indicates a high average organizational culture because the average according to the tools is 37 and the participants have a high culture. Organizational justice with an average of 24 indicates the average level of organizational justice among participants. The hypotheses and research model were examined: According to the calculated indicators related to the confirmatory factor analysis model, the prediction of

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organizational commitment can be concluded that the model has a sufficient fit because CMIN-DF is equal to 1.278 and RMSE is equal to 0.570. CFI is 0.95, IFI is 0.95 and TLI is 0.95. PNFI equals 0.72 and PCFI equals 0.85. After determining the fit of the model, the relationships between the variables were estimated and the research hypotheses were tested.

The values shown indicate that the regression coefficients between organizational justice and organizational culture are 0.64. There is 0.72 between organizational justice and job satisfaction and there is 0.39 between organizational justice and organizational commitment. Namvar et al. (2015) investigated the effect of organizational justice and organizational commitment on knowledge sharing and performance of Shiraz Municipality Rail Transportation Organization employees. The results of their research have shown that organizational justice affects organizational commitment, knowledge sharing and employee performance. In addition, organizational commitment affects the knowledge sharing and performance of organizational employees and is 0.35 between organizational culture and organizational commitment and 0.40 between job satisfaction and organizational commitment, of which the regression coefficient between organizational justice and organizational commitment is not significant, but other path regression coefficients are 95% significant and show that there is a significant relationship between the variables.

Memarbashi and Malek Saeedi (1398) in a study entitled The effect of job satisfaction dimensions on organizational commitment; The study of the experts of Kermanshah Agricultural Jihad Organization showed that satisfaction with the nature of work showed the most positive and significant effect on organizational commitment. In the present study, the results of regression coefficients of model paths with full effect show that there is a significant direct relationship between organizational justice and organizational commitment of 0.299. Therefore, the effect of mediating variables (culture and job satisfaction) on organizational commitment can be examined.

As observed, the significant regression coefficients of organizational justice to organizational culture and organizational justice to job satisfaction are 0.577 and 0.704, respectively, and the effect of organizational justice on organizational commitment is mediated through organizational culture and job satisfaction. According to the values of the table, the regression coefficients of the path of organizational justice to organizational culture is -0.577 and the path of organizational culture to organizational commitment is equal to 0.237 and is significant; Thus, organizational culture mediates the impact of organizational justice on organizational commitment.

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On the other hand, according to the values in the table above, the regression coefficients of the path of organizational justice to job satisfaction is 0.704 and the path of job satisfaction to organizational commitment is equal to 0.252 and is significant, so job satisfaction mediates the effect of organizational justice on organizational commitment. Since both indirect paths of organizational culture to organizational commitment and organizational justice to organizational commitment became significant, organizational culture partially mediates the path of organizational justice to organizational commitment, and also because both indirect paths of job satisfaction to organizational commitment and organizational justice to organizational commitment. They are significant, so job satisfaction partially mediates the path of organizational justice to organizational commitment.

Sadeghi and Farrokhi Cheshmeh (2016) in examining the effect of organizational justice, job satisfaction and job security on organizational commitment in Lorestan Social Security Organization showed that organizational justice has a positive effect on organizational commitment. Job satisfaction has a positive effect on organizational commitment. Job security has a positive effect on organizational commitment, which are consistent with the present study. Of course, job security is one of the factors that affect both commitment and job satisfaction. Soleimanzadeh Miandoab (2017) has studied the relationship between organizational culture and organizational justice of Ardabil University of Medical Sciences staff and their results showed that there is a significant relationship between organizational culture variables and the level of organizational justice of Ardabil University of Medical Sciences staff. Ansari and Jahani (1398) studied the relationship between organizational culture, job satisfaction and organizational commitment among employees in one of the areas of Shiraz Education Department and their results showed that there is no significant correlation between organizational culture and organizational commitment. There is a positive and significant relationship between organizational commitment and the sum of components that constitute the same job satisfaction. But there is no significant correlation between organizational commitment and the components of the nature of work, colleagues, promotion and salary, but there is a significant relationship between organizational commitment and the supervisor. There is no significant correlation between organizational culture and the sum of components that constitute the same job satisfaction, but there is a positive and significant relationship between organizational commitment and the nature of work component.

Chou et al. (2018) examined the effect of procedural justice, distributive justice and transactional justice on job commitment and showed that different types of justice have different effects on job commitment so that distributive and transactional justice are more effective than procedural justice. Job commitment also acts as a mediator between

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perceptions of justice and organizational citizenship behavior. Nadiri and Tanova (2019) have examined the role of organizational justice on job satisfaction and organizational citizenship behavior, and their findings suggest that fairness of personal results that employees receive may have a greater impact on turnover goals than perceived fairness of a company's method. , Have job satisfaction and organizational citizenship behavior. Organizational justice is also a key factor that has a strong effect on both organizational citizenship behavior and job satisfaction and organizational commitment, the results of which are consistent with the present study.

Gender has a moderating effect on the relationships identified in the model. According to the standard regression coefficients calculated for male and female employees under study, it can be concluded that gender has a moderating effect on the relationships between variables in the proposed model. So that the relationship between organizational justice and organizational commitment is not significant in men but other observed relationships are significant. In contrast, in the group of women, the relationship between organizational justice and organizational culture, organizational commitment with job satisfaction, organizational commitment with organizational culture in the group of women is not significant, but the relationship between organizational justice with job satisfaction and organizational commitment is significant. Gender, as one of the demographic variables, plays an important role in employee behavior. Gender is one of the most common criteria for market segmentation. Women and men have different personality traits that affect the way they behave, including the organizational commitment of employees. Many organizations categorize their consumers based on demographic variables. (Police and Smart, 1398)

Bourdieu argued in 1977 that social structures reflect society's unspoken hypotheses about gender differences. For example, creating bipolar attitudes between women and men, including "strong men" and "weak women," ultimately benefits men and harms women in society. He points out that social structures create better job opportunities for men, which leads to greater economic capital, while women are employed part-time in the busy and low-income sectors of the market. (Khazaei et al., 1399). The results of Soleimanzadeh Miandoab (2017) show that there is no significant difference in organizational commitment, job satisfaction and culture between male and female employees, which is not consistent with the results of the present study.

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