

Examine the relationship between organizational justice and organizational commitment with entrepreneurial skills (case study: Urmia industrial estate)

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Abstract

Today, entrepreneurial skills are considered as the appropriate strategy for the expanding of productivity and overall development of any organization. Some scholars believe that the entrepreneurial skills, promote efficiency in different levels in organizations. The aim of this study was to investigate the relationship between organizational justice and organizational commitment with entrepreneurial skills in Urmia industrial Estate's Companies. The results showed that there is a significant relationship between procedural, distributive and interactional components of organizational justice and affective, normative and continuance dimensions of organizational commitment with entrepreneurial skills. Regression analysis also showed that procedural and distributive components of organizational justice are better predictor for entrepreneurial skills and affective and continuance dimensions of organizational commitment are better predictor for entrepreneurial skills than others. The results of this research can be significant and useful for the owners of industries, firms, small and medium businesses, economic planners and managers.

Keywords: entrepreneurial skills, organizational justice, organizational commitment, Urmia Industrial Estate

1. Introduction

In recent decades the issue of development by tendency towards market forces and reducing the government interference and aids has led the managers to play a tangible role in this scope. Lord Bauer suggests lack of entrepreneurial skills, capabilities and economic innovation as the reason for underdevelopment of the third world countries (Alvani, 1999).

The economic scholars have challenged this question that what or who is causing to wealth or value added in the society. These scholars besides the management and sociology experts have challenged this question that what force has led to development of the developed countries and regression of other countries? After several studies they have found that presence of the efficient and competence individuals creating work has led to establishing businesses and as a result dynamicity of the resources which they are called entrepreneur (AndalibAazr, 2000). According to Schumpeter, economic development motor and in Drucker opinion, they are model for future youths (Aghaei, 1999).

In this research organizational justice was used as an organizational variable for prediction of realization of entrepreneurial skills. The social sciences experts have found the importance of justice as a fundamental and necessary element for efficacy of the organizational actions and functions (Okan, 1975, quoted by Talebzadeh).

Organizational commitment is an important job and organizational attitude gained the attention of most of the organizational behavior and psychology fields particularly, social psychology since past years: organizational commitment is a main factor for perception of organizational behavior and a good predictor for tendency to remaining in the job. It has been considered by the managers and authorities of the organizations in recent decades due to perception of the stuff on commitment and generally without considering this fact that commitment is one of the key determiners of organizational efficacy and productivity. However, nowadays the managers should adopt solutions for increase of organizational commitment in their working place (Vahdati, 2010).

Entrepreneurs bring numerous resources and benefits in the society including employment, encouragement and persuasion of investment, creation and expansion of new markets, competition encouragement, resource organizing for efficient utilization of the resource, elimination of bottlenecks and gaps in the markets. In this regard, one of the issues tied with entrepreneurship is SMEs. Indeed, nowadays, entrepreneurship is an important dimension in the small and medium business. In this research, the impact of entrepreneurial skills with organizational justice and organizational commitment in SMEs has been investigated. In this chapter at first, the research problem and necessity of research have been explained then the goals and hypotheses have been mentioned and the scope of the research and keywords has been defined.

2. Literature Review

2.1. Entrepreneurial Skills

Entrepreneurial skills are skills required for establishing and development of new businesses and skills required for social entrepreneurship. In Cambridge dictionary skill is defined as capability to do an activity and work in an appropriate way. In entrepreneurship literature, when entrepreneurial skills are discussed it means the outputs of the entrepreneurial capabilities. Hence, in this scope there is no difference between these words and their priorities have been less considered. Entrepreneurial skills and capabilities are exchangeable in most cases. In entrepreneurship scope the entrepreneurial skills have been considered and in most studies they have been used as rational and fundamental presumptions, for instance Lichtenstein and Lyons(2001) have suggested a system for regional businesses development management and a method for entrepreneurship development called EDS(Smith, 2005). This system is used as a base for selection of entrepreneurship development in American businesses.

Accordingly, required skills for an entrepreneurial activity are classified in the following scopes (Casimiro, 2003).

- 1- Technical skills: Technical skills are related to knowledge obtained by personal learning process including marketing, strategic planning, production management and quality management
- 2- Social skills: These skills are results of the individuals social processes including communications, negotiation, teamwork, decision making and problem solving
- 3- Instrumental skills are results of complex interaction among individuals and tendency to practicality of the implicit knowledge including innovation.
- 4- Management skills include organization, human resources management skills and financial and commercial activities (Casimiro, 2003).

Anderson et al. (2006) classified entrepreneurial activities in three categories which in this research their model and classification have been used as follows:

1- Personal skills

Personal skills include innovation, risk taking, ability to encounter with unknowns, accepting challenges, responsibility taking and seeking change opportunities.

2- Interpersonal skills

Interpersonal skills consist of effective interaction with others, effective communications, negotiation, effective influence and leadership.

3- Procedural skills

Procedural skills involve capability to planning and organizing, capability to analyzing and combination of environment and its evaluation and capability to implement plans (Anderson, Alistair &Pysiainen, Jarkko&McelwoGerard&Vesala, Kari, 2006)

2.2.The Concept And Definition Of Organizational Commitment

The thought of commitment is the main topic in management writings. This idea is one of the fundamental values which organization relies on it and employees are assessed according to commitment criterion. Most of the managers believe that commitment is necessary for organization efficacy. Organizational behavior studies are mostly based on work attitudes. Most of them involve with three attitudes of job involvement, job satisfaction and organizational commitment. The organizational commitment term is a category which has been less considered in Persian written management works and probably the term “commitment” has been used in Iran after Islamic Revolution and it is emphasized as a criterion for appointment of the staff and managers in the organizations beside expertise. Organizational commitment has been defined differently as other organizational behavior concepts. The common attitude toward organizational commitment is considering it as affective commitment. Accordingly, a person who is committed obtains his identity from organization and participates in organization and enjoys being as member of the organization (Saroughi, 1996).

In terminology, commitment is meant doing a job, holding, having promise and it means:

- Commitment on a responsibility or a belief
- Reference to a subject or issue
- Taking responsibility of a work in the future (Sadeghifar, 2007).

Chatman and O'Reilly (1968) have defined organizational commitment as supporting and affective attachment on the values and goals of an organization, for the sake of the organization far from its attributive values as a tool for achieving other goals. Morhead and Griffin suggest organizational commitment as feeling of identity and the person dependency on organization. Commitment influences important behaviors including replacement and absenteeism and it can have several positive consequences. The committed employees spend much more time in organization and work more. Williamson and Anderson define commitment as severity and broadness of the person participation in organization, feeling of belonging and identity (Shahbazi et al., 2008). Cook and Wall suggest three concepts of loyalty, feeling of identity and recognition and readiness for commitment (Bagheri&Molaei, 2010).

2.3.The Concept and Definition of Organizational Justice

Since organizations always communicate with humans, so as much as organization is studied in life, justice should be considered. Since justice assures organization survival. Nowadays, according to the holistic role of organizations in humans social life the role of justice has been clarified. Modern organizations are indeed miniature of the society and realization of justice in them means realization of justice in the society. For this reason, organizational justice has gained importance place in management texts as other important variables including organizational behavior particularly organizational commitment and job satisfaction. Studies on this scope have ascending trend with new achievements and results. Unfortunately, managers in modern organizations cannot be indifferent relative to this condition, since justice has been considered as other needs. If the managers want to improve their organizations should have a correct perception on justice among their employees (Feizi, 2007). The primary studies on justice dates back early decades 1960 and studies of J. Adams. However, most of the studies on justice in organizations were done since 1990. According to a report approximately 400 applied studies and more than

100 fundamental studies on justice in organizations have been published (Yochi& Spector, 2001). The researchers tried to find the resources with focus on justice; what is the cause of injustice in organization in the staff opinion? In the organization and management scope the research was done by J. Adams in early 1960s, However, the importance of this issue was clarified for management researchers since 1990 so that the articles have had ascending trend.

The terms of justice was suggested by Green Berge in 1987(Dowallm,2003& Sitter, 2004). In other words, this theory explains the feeling of individuals toward being just of the behavior with themselves and others (Thornhill& Saunders, 2003) the feeling necessary for organizations performance efficacy and individuals satisfaction.

Cropanzano(2001) considers organizational justice as a psychological constituent emphasizing on perception on justice in workplace: distributive justice emphasizes the organization and procedural justice emphasizes control of processes (Sitter, 2003). Indeed, justice is a significant issue in organizational life. The evidence of this claim can be sought in the staff negotiations and questions on appropriateness of the staff and their receivables (distributive justice) and appropriateness and fairness of the managers' decision-makings procedures for fulfillment of procedural justice in organization (De. Cremer, 2005). Thus, theorists considered distributive justice approximately equal to economic benefits and procedural justice equal to social benefits; however, the latter studies showed that combination of them causes to better perception of justice category (De. Cremer, 2005).

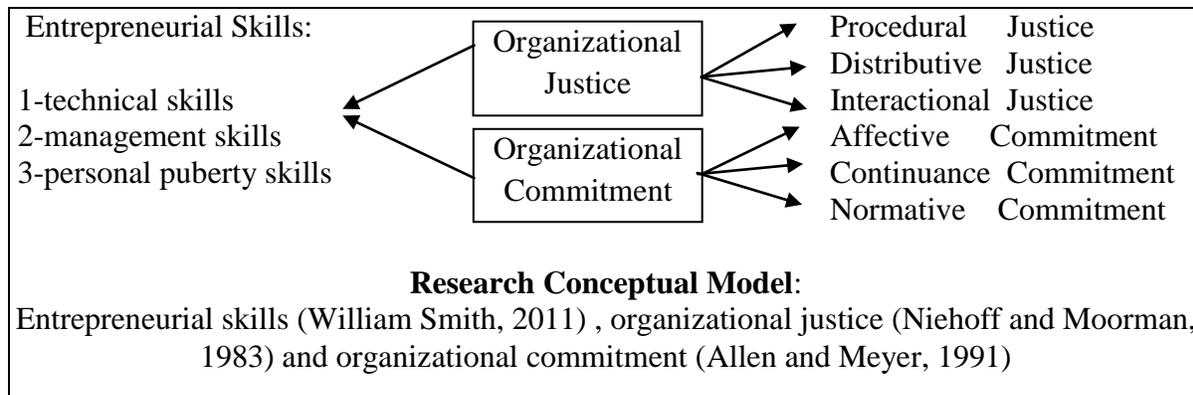
The research done by Bayes and Movag revealed that there is another component of justice and they called it transactional justice and explained that this component refers to perceived justice in interpersonal relations related to organizational procedures. Organizational justice has been investigated in management, applied psychology and organizational behavior. The research showed that justice processes play an important role in organization and influence individuals interaction in organizations and, beliefs and behaviors. The staff just behavior generally leads to more commitment relative to organization and citizenship behavior. On the other hand, the individuals who feel injustice leave the organization with more likelihood and even begin to take revenge. Hence, their perception on justice and judgment on organization and response to injustice are main issues for perception of organizational behavior.

3. Conceptual Framework

3.1. Research Conceptual Model

Since field and survey research requires subjective plan and conceptual model drawn in the format of proper analytical tools, variables and their relations so, according to the research literature and theories, an analytical model has been proposed for investigating the entrepreneurship skills and hypotheses and their impact on organizational justice and organizational commitment. After discussing on literature, it is necessary to study the proposed conceptual model. In this research, primary studies were done for clarification of the entrepreneurial skills and dimensions then the following model was proposed. Entrepreneurial skills includes "technical skills, managerial skills, personal puberty skills" (William Smith, 2011). Organizational justice includes "procedural justice, distributive justice and interactional

justice” (Niehoff and Moorman, 1983) and organizational commitment includes “affective commitment, normative commitment and continuance commitment” (Allen and Meyer, 1991).



3.2.Hypotheses

For this study the following hypothesis formulated:

3.2.1.Main Hypotheses:

- H1 - There is a relationship between organizational justice and entrepreneurial skills.
- H2 - There is a relationship between organizational commitment and entrepreneurial skills.

3.2.2.Secondary Hypotheses:

- H1a - There is a relationship between procedural justice and entrepreneurial skills.
- H1b - There is a relationship between distributive justice and entrepreneurial skills.
- H1c - There is a relationship between interactional justice and entrepreneurial skills.
- H2a -There is a relationship between affective commitment and entrepreneurial skills.
- H2b - There is a relationship between normative commitment and entrepreneurial skills.
- H2c - There is a relationship between continuance commitment and entrepreneurial skills.

3.3.Methodology

3.3.1.Statistical Population and Sample

The research is applied in terms of goal and descriptive and correlative in terms of approach, in this research, the researcher by studying the results tries to discover and investigate the relationship among the variables. In this research, organizational justice and organizational commitment were independent variables and entrepreneurial skills were as dependent variable.

The statistical population consisted of 465 managers and experts of productive units in West Azerbaijan province Urmia. The sampling method was obtained from statistical population and the research sample was selected by stratified sampling method.

3.3.2.DataCollection Method and Tool

3.3.2.1.DocumentaryStudies

In this regard, at first, documents, books, theses, academic and research journals are studied.

3.3.2.2.ElectronicResources

For obtaining new and broad information the findings of research and academic articles on this subject and electronic resources are used.

3.3.2.3.FieldStudies

In this research in addition to relative awareness on the studied subject, questionnaire is one of the common tools and a direct method for collecting data. For data collection Niehoff and Moorman organizational justice questionnaire with 20 questions (three components), Allen and Meyer's organizational commitment questionnaire with 23 questions (three components) and Smith entrepreneurial skills questionnaire with 13 questions (three components) were used. The scoring was done based on Likert scale. The questionnaires validity was investigated in terms of internal and external validity and for internal validity the experts' opinions were used and for reliability, Cronbach's alpha coefficient was used.

Table 1. *Research Variables Descriptive Statistics*

Variables	Min.	Max.	Mean	SD
procedural justice	1	5	3.54	0.631
distributive justice	1	5	3.74	0.67
interactional justice	1	5	3.61	0.438
organizational justice	1	5	3.64	0.548
affective commitment	1	5	3.45	0.59
continuance commitment	1	5	3.44	0.49
normative commitment	1	5	3.93	0.566
organizational commitment	1	5	3.60	0.479
Technical skills	1	5	3.62	0.632
Management skills	1	5	3.72	0.674
Personal skills	1	5	3.79	0.791
entrepreneurial skills	1	5	3.71	0.6

According to table 1, organizational justice in Urmia industrial companies' experts and managers is close to agreement (3.64 of 5). Also, the results show that the components of organizational justice have high scores among Urmia industrial companies' experts and managers so that the organizational justice component from distributive justice with mean 3.76 has highest score and organizational justice of procedural justice, with mean 3.54 has lowest score among Urmia industrial companies' experts and manager. According to the results, organizational justice among Urmia industrial companies' experts and managers is approximately high (3.60 of

5). Also, the results of table (4-5) depict that the components of organizational commitment have high scores among Urmia industrial companies' experts and managers so that the organizational commitment component from continuance commitment with mean 3.93 has highest score and organizational commitment of normative commitment with mean 3.44 has lowest score among Urmia industrial companies' experts and managers. According to the results entrepreneurial skills among Urmia industrial companies' experts and manager is approximately high (3.71 of 5). Also, the results of the table depict that the components of entrepreneurial skills have high scores among Urmia industrial companies' experts and managers so that the entrepreneurial skill component has highest score so that entrepreneurial skills of personal skill with mean 3.79 has highest score and entrepreneurial skills of technical skill with mean 3.62 has lowest score among Urmia industrial companies' experts and managers.

3.3.3. Variables Normality Assumption

Since normality of variables leads to parametric test, it is necessary to control it before fitting of the model.

Null hypothesis and contrary hypothesis of normality are as follows:

$$\begin{cases} H_0: \text{data follow normal distribution} \\ H_1: \text{data do not follow normal distribution} \end{cases}$$

Kolmogorov-Smirnov test is a simple nonparametric method for determination of the experimental information homogeneity with selected statistical distributions shown as K-S.

In normality test when significance level is less than 5 the null hypothesis is rejected in confidence level of 95% and for normality of the data an appropriate method like variation should be used.

Table 2. Results of Homogeneity Test of Variables

	organizational justice	organizational commitment	entrepreneurial skills
No.	210	210	210
Mean	74.00	80.5	48.22
SD	10.317	9.849	48.22
Absolute value	0.083	0.073	0.050
Positive	0.054	0.046	0.050
Negative	-0.083	-0.073	-0.049
Kolmogorov-Smirnov test	1.203	1.064	0.720
Sig	0.111	0.208	0.677

According to the values in table 2 since significance level for all variables is higher than error value 5% ($\text{sig} > 0.05$) thus null hypothesis of normality of the variables is confirmed. In other words, H_0 of normal distribution is not rejected.

4. Results

4.1. Analysis of the main hypothesis

1- There is a significant relationship between organizational justice and entrepreneurial skills.

$$\begin{cases} H_0: P=0 \\ H_1: P \neq 0 \end{cases}$$

There is no significant relationship between organizational justice and entrepreneurial skills.

There is a significant relationship between organizational justice and entrepreneurial skills.

Table 3. Relationship between organizational justice and entrepreneurial skills

No.	Coefficient type	Entrepreneurial skills	
		Correlation coefficient	Significance
210	Pearson	0.778	0.000

According to $\text{sig} = 0.000$ that is less than 0.05 H_0 is rejected and H_1 is confirmed so, these parameters are related. As it is seen, correlation coefficient was 0.778 for organizational justice and entrepreneurial skills. It means that there is a significant relationship between these variables. Also, obtained significance level was less than 0.01 and closes to zero which is less than standard significance level ($\alpha = 0.05$) and it is concluded that the main hypothesis of presence of a relationship between organizational justice and entrepreneurial skills is accepted.

2- There is a significant relationship between organizational commitment and entrepreneurial skills.

$$\begin{cases} H_0: P=0 \\ H_1: P \neq 0 \end{cases}$$

There is no significant relationship between organizational commitment and entrepreneurial skills.

There is a significant relationship between organizational commitment and entrepreneurial skills.

Table 4. Relationship between organizational commitment and entrepreneurial skills

No.	Coefficient type	Entrepreneurial skills	
		Correlation coefficient	Significance
210	Pearson	0.553	0.000

According to $\text{sig}=0.000$ that is less than 0.05 H_0 is rejected and H_1 is confirmed and these parameters are related. AS it is seen, correlation coefficient was 0.553 for organizational commitment and entrepreneurial skills. It means that there is a significant relationship between these variables. Also, obtained significance level was less than 0.01 and closes to zero which is less than standard significance level ($\alpha=0.05$) and it is concluded that the main hypothesis of presence of a relationship between organizational commitment and entrepreneurial skills is accepted.

4.2. Analysis of The Secondary Hypothesis

Table 5. Relationship Between Organizational Justice Components And Entrepreneurial Skills Of The Respondents

Organizational justice components	Coefficient type	Entrepreneurial skills	
		Correlation coefficient	Sig
procedural justice	Pearson	0.354	0.000
distributive justice	Pearson	0.962	0.000
interactional justice	Pearson	0.303	0.000
organizational justice	Pearson	0.778	0.000

The results of above table show that there is a relationship between organizational justice components and entrepreneurial skills in Urmia Industrial Estate's experts and managers. Thus, all hypotheses of relationship between organizational justice components and entrepreneurial skills in Urmia Industrial Estate's experts and managers are confirmed.

Table 6. Relationship Between Organizational Commitment Components And Entrepreneurial Skills Of The Respondents

Organizational commitment dimensions	Coefficient type	Entrepreneurial skills	
		Correlation coefficient	Sig
affective commitment	Pearson	0.227	0.000
normative commitment	Pearson	0.164	0.000
continuance commitment	Pearson	0.438	0.01
organizational commitment	Pearson	0.553	0.000

The results of above table show that there is a relationship between organizational commitment components and entrepreneurial skills in Urmia Industrial Estate's experts and managers. Thus, all hypotheses of relationship between organizational commitment components and entrepreneurial skills in Urmia Industrial Estate's experts and managers are confirmed.

4.3. Multiple Regression

Table 7. Summary Of Entrepreneurial Skills Dependent Variables And Organizational Justice Independent Variables Model

Model	R	Adjusted determination coefficient	Modified determination coefficient	SD
1	0.829	0.687	0.682	4.365

Table 7 shows regression correlation coefficient, coefficient of determination with adjusted determination coefficient and standard deviation. In this table, high-adjusted determination coefficient depicts high share of the variation of the independent variable. As table (4-16) depicts organizational justice specifies 0.68 of entrepreneurial skills.

Table 8. Analysis Of Variance Between Dependent Variable And Organizational Justice ANOVA

Model	Sum squares	Fd	Mean squares	Sig
Regression	86.06	3	1.505	0.000
Reminder	39.25	206		
Total	125.31	209		

According to table 8 the fitness of the model for data has been examined. In this table, significance level (0.000) is less than 0.5, this model is appropriate for data, and normality of the data is confirmed. Thus, estimated Multiple Regression is accepted.

Table 9. Regression Coefficients Of Entrepreneurial Skills Dependent Variable And Organizational Justice Independent Variable

Model	Nonstandard coefficients		Standard coefficients	t	sig
	B	Std.error	B		
Constant	6.46	2.676	0.116	2.414	0.017
procedural	0.372	0.135	0.929	2.761	0.006
distributive	1.534	0.031	-0.049	49.997	0.000
interactional	-0.088	0.077		-1.141	0.255

According to above table by increase of one unit in procedural justice, entrepreneurial skills 0.116, distributive justice, entrepreneurial skills 0.927, interactional justice, entrepreneurial skills -0.049 will increased and since this value is positive so procedural justice and distributive justice have a direct effect on entrepreneurial skills. However, interactional justice with negative value has indirect effect on entrepreneurial skills.

Table 10. Summary Of Entrepreneurial Skills Dependent Variables And Organizational Commitment Independent Variables Model

Model	R	Adjusted determination coefficient	Modified determination coefficient	SD
1	0.745	0.555	0.549	5.201

Table 10 shows regression correlation coefficient, coefficient of determination with adjusted determination coefficient and standard deviation. In this table, high-adjusted determination coefficient depicts high share of the variation of the independent variable. According to the table, organizational commitment specifies 0.55 of entrepreneurial skills.

Table 11. Analysis Of Variance Between Dependent Variable And Organizational Commitment ANOVA

Model	Sum squares	Fd	Mean squares	F	Sig
Regression	69.59	3	23.19	85.752	0.000
Reminder	55.72	207	0.27		
Total	125.3	210			

According to table 11 the fitness of the model for data has been examined. In this table, significance level (0.000) is less than 0.5, this model is appropriate for data, and normality of the data is confirmed. Thus, estimated Multiple Regression is accepted.

Table 12. Regression coefficients of entrepreneurial skills dependent variable and organizational commitment independent variable

Model	Nonstandard coefficients		Standard coefficients	t	sig
	B	Std.error	B		
Constant	12.94	3.037	0.202	4.263	0.000
Affective	0.332	0.093	-0.151	3.55	0.000
normative	-0.295	0.105	0.682	2.796	0.006
continuance	1.371	0.127		13.09	0.000

According to above table(12) by increase of one unit in affective commitment, entrepreneurial skills 0.202, normative commitment, entrepreneurial skills 0.151 and continuance commitment, entrepreneurial skills -0.682 will increased and since affective commitment and continuance commitment values are positive so affective commitment has a direct effect on entrepreneurial skills. However, normative commitment with negative value has indirect effect on entrepreneurial skills.

4.4. Stepwise Regression

Table 13. Summary Of Entrepreneurial Skills Prediction Analysis Results Based On Organizational Justice (Stepwise Regression)

Step	R	R ²	Adjusted R	F	Sig
1	0.821	0.675	0.673	43.16	0.000
2	0.828	0.685	0.682	22.48	0.000

The results of stepwise regression are shown in table 13 depicting the prediction of entrepreneurial skills by research variables was done step by step in two steps, which in the second step distributive and procedural variables were remained that concurrently can predict 0.68% of entrepreneurial skills variation.

Table 14. Regression Coefficients Among Research Variables (Distributive And Procedural) And Entrepreneurial Skills (Stepwise)

Step	Variable	B	β	t	Estimation error	Sig
1	Distributive	1.59	0.82	2077	0.077	0.000
2	Distributive	1.53	0.79	19.43	0.079	0.000
	Procedural	0.335	0.104	2.56	0.131	0.011

The results in table 14 depict that for prediction of tendency toward entrepreneurial skills in the first step distributive justice is entered to the relation which with $\beta = 0.82$ has power for prediction of entrepreneurial skills, in the second step procedural justice is entered to the relation which in this step distributive justice and procedural justice with $\beta = 0.79$ and 0.10 have power for prediction of entrepreneurial skills.

Table 15 .Summary Of Entrepreneurial Skills Prediction Analysis Results Based On Organizational Justice (Stepwise Regression)

Step	R	R ²	Adjusted R	F	Sig
1	0.54	0.289	0.289	85.77	0.000
2	1.53	0.385	0.379	64.71	0.000
3	0.335	0.404	0.395	48.56	0.000

The results of stepwise regression are shown in table 15 depicting the prediction of entrepreneurial skills by research variables was done step by step in three steps, which in the third step affective commitment, normative commitment and continuance commitment variables were remained that concurrently can predict 0.40% of entrepreneurial skills variation.

Table 16 .Regression Coefficients Among Research Variables (Affective, Normative And Continuance) And Entrepreneurial Skills (Stepwise)

Step	Variable	B	β	t	Estimation error	Sig
	Affective	0.457	0.54	9.26	0.049	0.000
	Affective	0.481	0.57	10.39	0.046	0.000
	Continuance	0.621	0.31	5.58	0.111	0.000
	Affective	0.384	0.454	6.493	0.59	0.000
	Continuance	0.728	0.36	6.211	0.117	0.000
	Normative	-0.384	-0.191	-2.587	0.148	0.01

The results (table 16) depict that for prediction of tendency toward entrepreneurial skills in the first step affective commitment is entered to the relation which with $\beta= 0.54$ has power for prediction of entrepreneurial skills, in the second step continuance commitment is entered to the relation which in this step affective commitment and continuance commitment with $\beta= 0.57$ and 0.31 have power for prediction of entrepreneurial skills. In third step, normative commitment is entered in the relation which in this step affective commitment, normative commitment and continuance commitment with $\beta= 0.45$, 0.36 and -0.19 have power for prediction of entrepreneurial skills.

5. Conclusion

In this paper the findings are discussed and the obtained results are compared and with other research results. As a result, 210 questionnaires distributed among the Industrial Estate's experts and managers were analyzed. The analysis of the organizational justice in Urmia Industrial Estate depicted that among the components of organizational justice, distributive justice with coefficient of variation 0.67 has highest dispersion and procedural justice with coefficient of variation 0.31 has lowest dispersion and also the analysis of the organizational commitment in Urmia Industrial Estate depicted that among the components of organizational commitment, affective commitment with coefficient of variation 0.59 has highest dispersion and normative commitment with coefficient of variation 0.495 has lowest dispersion. Finally, the analysis of the entrepreneurial skills in Urmia Industrial Estate depicted that personal skill with coefficient of variation 0.791 has highest dispersion and technical skill with coefficient of variation 0.632 has lowest dispersion.

According to the results of inferential statistical tests it was specified that in 99% there is a significant relationship between organizational justice and organizational commitment with entrepreneurial skills in Urmia Industrial Estate and correlation coefficient of organizational justice was 0.778 and organizational justice components with correlation coefficients of procedural justice 0.354 , distributive justice 0.962 and interactional justice 0.303 were effective on entrepreneurial skills and correlation coefficient of organizational commitment was 0.553 and organizational commitment components with correlation coefficients of affective commitment 0.427 , normative commitment 0.164 and continuance commitment 0.438 were effective on entrepreneurial skills significantly and in positive way. It can be said that the individuals believe that organizational justice and organizational commitment were effective on these companies'

entrepreneurial skills and the results of multiple regression showed that 0.682% of organizational justice explains entrepreneurial skills and also increase of one unit organizational justice increases procedural justice 0.116, distributive justice 0.929 and interactional justice 0.049% of the entrepreneurial skills variation related to organizational justice components. Procedural justice and distributive justice with direct value have a direct impact on entrepreneurial skills; however, interactional justice with negative value has negative effect on entrepreneurial skills. It is also shown that 0.55% of organizational commitment predicts entrepreneurial skills. For one unit increase in affective commitment, entrepreneurial skills 0.202, normative commitment, entrepreneurial skills 0.151, interactional justice, entrepreneurial skills 0.682 will be increased and since affective commitment and continuance commitment is positive hence, affective commitment and continuance commitment have a direct effect on entrepreneurial skills; however, normative commitment with negative value has an indirect impact on entrepreneurial skills.

The results of stepwise regression showed that for prediction of tendency toward entrepreneurial skills in the first step distributive justice is entered to the relation which with $\beta = 0.82$ has power for prediction of entrepreneurial skills, in the second step procedural justice is entered to the relation which in this step distributive justice and procedural justice with $\beta = 0.79$ and 0.10 have power for prediction of entrepreneurial skills. Also the results depicted that for prediction of tendency toward entrepreneurial skills in the first step affective commitment is entered to the relation which with $\beta = 0.54$ has power for prediction of entrepreneurial skills, in the second step continuance commitment is entered to the relation which in this step affective commitment and continuance commitment with $\beta = 0.57$ and 0.31 have power for prediction of entrepreneurial skills. In third step, normative commitment is entered in the relation which in this step affective commitment, normative commitment and continuance commitment with $\beta = 0.45$, 0.36 and -0.19 have power for prediction of entrepreneurial skills.

5.1. Practical Recommendations

- 1- The managers should consider human resources as an important asset of the organization. If physical factors including equipment and primary materials are considered and human resources are ignored in spite of, possessing technology efforts will be fruitless for improving of methods and increase of production.
- 2- Entrepreneurial skills training causes to familiarity with skills and expertise required for using of specific opportunities and situations for establishing businesses.
- 3- Creating a proper context for employment of the youths and employing them in order to promote organization efficacy.

5.2. Recommendations For Future Research

- 1- In this article Smith model was used for entrepreneurial skills. Moreover, Niehoff model was employed for organizational justice and Allen and Meyer's model was used for organizational commitment some may use other models for determining this relation.
- 2- Investigating the effective factors on development and promotion of entrepreneurial skills and proposing other models.

- 3- Investigating the role of organizational justice and organizational commitment for improving the staff performance and proper service providing.
- 4- Investigating solution for empowering organizational justice and organizational commitment in organizations and the effect of organizational justice on work life quality.
- 5- Investigating and identification of personal and group factors for increase of commitment.
- 6- Investigating the effect of training courses in increase of organizational justice and organizational commitment and entrepreneurial skills.
- 7- Investigating the role of government and support of the governmental organizations of the entrepreneurial skills and activities.

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