

أثر العدالة التنظيمية على الرضا الوظيفي في المنظمات  
 (دراسة حالة على موظفي في كلية القانون / جامعة بابل)

*The impact of organizational justice on job satisfaction in organizations  
 (A case study on the employees of the Faculty of Law, University of Bablon).*

م.م.حسين عبد الحسين صكر  
 وزارة التعليم العالي والبحث العلمي , بغداد , العراق  
 Assist. Lect.Hussein Abdul Hussein Seger Albaejawe  
 Ministry of Higher Education and Scientific Research,  
 Baghdad ,Iraq  
[husseinsakr984@gmail.com](mailto:husseinsakr984@gmail.com)

**معلومات البحث:**

- تاريخ الاستلام: 22-12-2021
- تاريخ ارسال: 02- 01- 2022  
التعديلات
- تاريخ قبول: 04- 02- 2022  
النشر

**المستخلص:**

الغرض من هذه الدراسة هو اختبار العلاقة بين العدالة التنظيمية ورضا الموظفين في كلية القانون / جامعة بابل. على وجه التحديد ، تهدف هذه الدراسة إلى التحقيق في تأثير ثلاثة أبعاد مختلفة (العدالة التوزيعية ، والعدالة الإجرائية ، والعدالة التفاعلية) للعدالة التنظيمية على رضا الموظفين . استندت هذه الدراسة كلاً من طريقة البحث الوصفي. تم جمع البيانات الأولية باستخدام استبيان مخطط مسبقاً ، وتم توزيع الاستبيانات بشكل عشوائي على الموظفين المستهدفين البالغ عددهم... موظف. يتم جمع البيانات الثانوية من الدراسات البحثية للباحثين السابقين والكتب ذات الصلة. وشمل مجتمع الدراسة 195 موظف من كلية القانون. تم الاستناد العينة العشوائية المقطرة ، حجم العينة 57 عينة عشوائية. يتم تحليل البيانات الكمية باستخدام "الحزمة الإحصائية للعلوم الاجتماعية.(SPSS) " تمت مناقشة جميع النتائج الخاصة بالدراسة بالتفصيل في البحث مع المقارنة مع الدراسات السابقة الأخرى التي تمثل نفس الموضوع المماثل. في هذه الدراسة تم الإبلاغ عن موثوقية وصلاحيّة التدابير المستخدمة في الجانب الاحصائي القسم التطبيقي. حيث تم قياس قوة واتجاه العلاقة بين المتغيرات من خلال ارتباط بيرسون. كما تم يستخدم نموذج الانحدار البسيط لإظهار القدرة التنبؤية للنموذج المفاهيمي للبحث او الدراسة الذي يحدد التنبؤ بتأثير مجموعة من المتغيرات المستقلة على المتغير التابع. تبين نتائج ارتباط بيرسون أن هناك علاقة إيجابية وهامة بين العدالة التنظيمية ورضا الموظفين. كما بينت النتائج وجود علاقة إيجابية بين العدالة التوزيعية ورضا الموظفين والعدالة الإجرائية ورضا الموظفين وبين العدالة التفاعلية ورضا الموظفين. كما أوضح نموذج الانحدار الخطي البسيط بشكل كافٍ وواضح قوة ودرجة العلاقة بين العدالة التنظيمية ورضا الموظفين في هذه الدراسة.

**الكلمات المفتاحية:** العدالة التنظيمية ،العدالة التوزيعية ، العدالة الاجرائية ، العدالة التفاعلية ،رضا الموظفين.

**Abstract**

The aim of this scientific research is to determine the relationship within the organizational justice variable and its impact on the performance of the workforce in organizations. In particular knowing how this research came to studying each dimension of justice and its impact on each other on the one hand, and on the other hand the role of dimensions. Organizational justice in increasing the degree of employee performance and gaining a competitive advantage in the labor market. The research sample was based on descriptive and explanatory statistics, where the researcher relied on collecting and statistic information and data from the research sample. Then, the research sample was handed over from all employees, a research questionnaire previously planned for this purpose. Where the data was analyzed and the results were known through the statistical programs for that. The research sample reached (195) from various workforces in the College of Law / University of Babylon, and data and responses were collected based on the random distilled sample method, and the size of the research sample was (57) employees working in the college. After reaching the results of the research sample, the results were discussed by presenting them to previous research on the same topic. Where the results of the targets were determined on the independent variable and its direct impact on the dependent variable in the research. Where the

researcher conducted all the statistical methods, tests, correlation and regression coefficients, measures of central tendency. Finally, confirmatory factor analysis was performed for all variables and hypotheses.

Where it was found through statistical methods and tests that there is a strong relationship with a high degree between each of the independent variables of the study sample with the dependent variable and the degree of influence of each of them on the research sample. Also, the role of organizational justice and its impact on increasing the degree of job satisfaction in the work environment was determined.

**Keywords:** Organizational justice, distributive justice, procedural justice, interactive justice, employee satisfaction.

## 1.Introduction

The issue of organizational justice has attracted the attention of several researchers and practitioners. Workers' feelings of injustice pose many problems arising from their motives and attitudes. Their sense of presence and justice leads to increased commitment, reduced work pressure, and increased job satisfaction, which reflects positively on the organization.

The researchers were interested in knowing the importance of the prominent role of companies and organizations, in order to improve the strength of job satisfaction among the workforce. Among many of them, the importance and feasibility of the term justice is the case for any other administrative concept (Manrique, et al, 2013, pp, 311-312).

The study focuses on analyzing the term “justice framework” in organizations and ways of organizing them. The administration is also interested in reaching the highest levels of increasing the factor of job satisfaction in the work environment. The data was collected through a questionnaire designed for the research, and the data were analyzed employing the statistical package for Social Sciences Statistical (SPSS). Several results, the most important of which are: - It was confirmed through statistical analysis that all correlations of the dimensions of the organizational justice approach individually with the dimensions of job satisfaction and performance improvement combined were positive and significant relationships. Of course, this result is expressive that the College of Law under study realizes the importance of the organizational justice a framework as one of the contemporary administrative approaches in terms of concept, role, and objectives, albeit to varying degrees, as the content has been tested and examined statistically to reach an appropriate scientific conviction.

On the other hand, employee satisfaction is the best-studied and widely measured structure in organizational behavior, and the utility of employee satisfaction progresses from its relationships to many variables, including organizational commitment, turnover, and performance. Therefore, employee job satisfaction can be defined as “the positive feeling about the job resulting from the evaluation of its characteristics.” Employee satisfaction and organizational justice are among the main variables that have an impact on performance (Yuliarin, et al, 2012, pp, 93-96).

## 2.Research problem

The war that took place in Iraq and the repeated terrorist operations led to the unwillingness of foreign direct investment to invest in Iraq, which in turn led to the inclination of many to work in the public sector.

The achievement of the organization's goals depends on its members, including managers, supervisors, and employees. Therefore, the

achievement of the organization's goals depends largely on several factors, the foremost of which is the achievement of organizational justice among employees.

For this reason, many employees in government institutions are exposed to many problems. Most workers hold positions around which the social and political circles aspire to have a share of influence. This is reflected in their appointment of relatives,

friends, and stakeholders, granting them privileges and facilitating their transactions.

This leads to lower levels of organized fairness, including promotion, evaluation, incentives, and pay, as well as problems with decision-making, quality of treatment, favoritism, and bias, all of which negatively affect employees' performance and ability to fulfill assigned duties.

When organizations ignore the human and ethical aspects of respect, integrity, and appreciation, it negatively affects the performance of employees and the achievement of their goals.

In this study, the staff of the College of the Law / University of Babylon in Iraq will be highlighted. To frame the study problem according to the scientific research method, it can be formulated through the following research questions.

### 3. Research Questions

This study examines the following questions:

1. Are there differences among participants according to their demographic characteristics under study concerning organizational justice (distributive justice, procedural justice, interactive justice) and employee satisfaction?
2. Does organizational justice (“distributive justice, procedural justice, interactive justice”) have a relationship to employee satisfaction?
3. Does organizational justice (“distributive justice, procedural justice, and interactive justice”) affect employee satisfaction? (Abu Rumman, Mohammed, 2011, pp,87-90).

### 4. Hypotheses of the study

The hypotheses of the study were developed through the previous studies. The relationships and influences between the variables can be explained as follows:

**1. There is a “statistically significant relationship between organizational justice,” “distributive justice, procedural justice, and interactional justice), and employee satisfaction.**

By reviewing the scope of the study and the effects between variables (Akram U., 2016, pp. 55-56), it is clear from the results of

previous studies that there is a significant impact on organizational justice and its dimensions (distributive, procedural, and interactive) on employee satisfaction. To answer the third research question, the hypothesis was formulated as follows:

**2. There is a positive effect of organizational justice on employee satisfaction.**

Through the main hypothesis, several secondary hypotheses were reached, where the independent variable showed the degree of its influence on the dependent variables in the study sample (Al-Otaibi, 2013, pp. 343-344). It also clearly showed the importance of justice and its main branches or dimensions over other variables and increasing employee satisfaction, as the sub-hypotheses were divided as follows:

**2.1. Distributive justice has a positive impact on employee satisfaction.**

According to (Al-Zu’bi, 2010, pp. 102-103), procedural fairness has a positive effect on employee satisfaction. Likewise, his study indicated that procedural fairness tends to increase employee satisfaction. To be clear, according to (Jasna, 2011, pp. 589-590), procedural fairness is an indicator of job satisfaction. Therefore, the hypothesis is formulated as follows:

**2.2. Procedural justice has a positive effect on employee satisfaction.**

According to (Aydin B., 2015, pp. 159-160) of interactive justice, antecedents of job satisfaction illustrate the importance of the impact of interactive justice on employee satisfaction.

**2.3. Interactive justice has a positive impact on employee satisfaction.**

### 5. Objectives of the study

The research sample is determined to explore the strength of the correlation between organizational justice and employee satisfaction at the College of Law / University of Babylon in Iraq. On the other hand, in a literature review. This study will contribute to human resources at Babylon University in Iraq by knowing the relationship between organizational justice and employee satisfaction. This study will also contribute to the positive and negative cases of many HR

practices in the organization. We believe this clarification will help management officials to make the necessary adjustments that will lead to better fairness in the organization.

### 6. The importance of study.

This research aims to contribute to the literature of human resource development applications by studying the relationship between organizational justice and employee satisfaction in the context of professional development in the public sector in the research sample. It will also contribute to identifying the critical role of the three axes (distributive justice, procedural justice, and reactive justice) in employee satisfaction.

### 7. Previous studies

The theoretical background regarding organizational justice and employee satisfaction will be discussed:

#### 7.1. organizational justice

The concept of organizational justice emerged from the writings of sociology to reflect its nature (Chegini, 2009, pp. 171-172.). The study of workplace justice has been widespread in ten years ago. However, earlier research on justice began in the 1960s (Cohen-Charash, 2011, pp. 289-290). Many researchers have also used organizational justice to predict ethical behavior and job satisfaction in the workplace. Because of the unfair distribution of incentives and profits from the final profits of the organization's products, whether it is a product or service.

leads to low employee morale and activities (Colquitt and, 2012, pp. 425-427), organizational justice can be considered as one of the important variables that affect the efficiency of employees and the performance of the organization. Therefore, organizations need to find ways to increase

employee awareness of organizational justice, and that organization must see things through the eyes of its employees (Cremer, 2015, pp. 223-224) Organizational justice is defined as "the degree of perceived fairness in an organization (Dennis, 2014). , pp. 11-14) Further, it can be defined as "the evaluation of the organization's treatment of its employees by consideration of general ethical and moral standards." Additionally, it refers to "the individual's perception of fairness in the

organization". (Tabancalib, 2015, pp. 577-579) Furthermore, perceived injustice has detrimental effects on the ethos of teamwork as it casts a shadow over employee engagement and encouragement (tony, 2013, pp. 621-623).

#### 7.1.1. distributive justice

Distributive justice is concerned with the equitable allocation of resources. It can be defined as the realization of "...the fairness of outcomes such as pay, recognition, promotion, performance appraisal and rewards" (Ekandjo, 2017, pp. 201-205). Further, distributive justice is defined as "equal in awarding results among employees based on equality and need"

(Halim, 2011, pp. 55-59) Distributive justice is introduced to "the outcome of an individual's decision" and relates to "the worker's perception of equality in how reward is distributed" (Hyz, 2010, pp. 85-90). It also refers to the "perceived fairness of the outcomes an individual receives from the organization" (Gnanadhas, 2013, pp. 45-47).

#### 7.1.2. Procedural justice

Research on organizational justice focuses on general ideas about distributive justice. However, in the mid-1970s, researchers were began an employee's evaluation of distribution ability was influenced not only by wage but also by how it was awarded (procedural justice). This reflects the equality of policies and steps used to establish a norm in the workplace (Luo N., 2016, pp. 72-74). It can be defined as the "perceived fairness of the decision-making process". Furthermore, procedural fairness has been defined as referring to "the fairness of the distribution process by which outcomes are allocated" and it referred to "issues related to the methods and processes used to determine outcomes" (Maarleveld M., 2014, pp. 181-185).

Moreover, procedural fairness relates to "the procedures used to distribute the results". Procedural fairness refers to "participant's perceptions of the fairness of rules and procedures" (Martins N., 2011, pp. 20-25).

#### 7.1.3.. interactive justice

Reactive justice can be defined as "respect for the relationship between employee and

manager,” reactive justice is defined as “employees are treated with dignity and honesty when dealing with a higher authority” (Masood A., 2013, pp. 97-99). to “the quality of the personal transaction received during the execution of the action”. Interactive justice relates to “what employees have obtained in the course of implementing regulatory measures” (McCain, 2010, pp. 145-146).

### 7.2. Job Satisfaction

The work life is one of the most integrative routine parts of life and the general truth and expectation for most employees are that the greater part of their lives is spent at work. Moreover, the employee is a worthwhile company asset (Miles, 2012, pp. 101-102). Employee satisfaction is not just an issue in organizations; The services that the organization provides to the employee are important factors that increase satisfaction.

For many years, employees and how to keep them satisfied with their jobs has been a useful topic. Employee satisfaction is one of the most studied variables in psychology. It is one of the important organizational factors that cause the investigation of the goal leading to organizational success.

(Shiang L., 2010, pp. 223-224). Satisfied employees are essential to developmental output and awareness. It is important to provide an adequate assessment of how employees think about their jobs and organizations. Moreover, the important aspects are the organizational outcomes, as they are a sign of satisfaction because the employee benefits from these outcomes.

### 8. Research Methodology

In order to statistically test the main hypotheses of the study sample on each of the

independent variable (organizational justice) and the dependent variable (job satisfaction), in addition to the questionnaire that consists of five demographic questions All the measures of this study were used (Likert scale of 5 points with groups (1- Strongly disagree until 5- Strongly Agree).

### 9. The practical aspect of statistical analysis

This section included a description of the research community and the mechanism of selecting a sample from it, as well as the presentation and statement of the questionnaire results, statistical analysis, and interpretation by the researcher.

#### 9.1. Research tool

The researcher relied on the questionnaire as a scientific means to complete the research, so he prepared a questionnaire form that included all the factors and variables that he considers to be important and influential in the subject of the research, and then the questionnaire paragraphs were organized in the axis of demographic information as well as two main axes: The first:

organizational justice, which included three dimensions, namely (justice Distributive justice, procedural justice, interactive justice). Second: Job satisfaction. The questionnaire was later subjected to arbitration and evaluation by several arbitrators who provided their observations and opinions to make the questionnaire more appropriate with testing the hypotheses and objectives to be achieved from the research, and the researcher took all the opinions and observations And the directives of the arbitrators and assessors, and the questionnaire became in its final form.

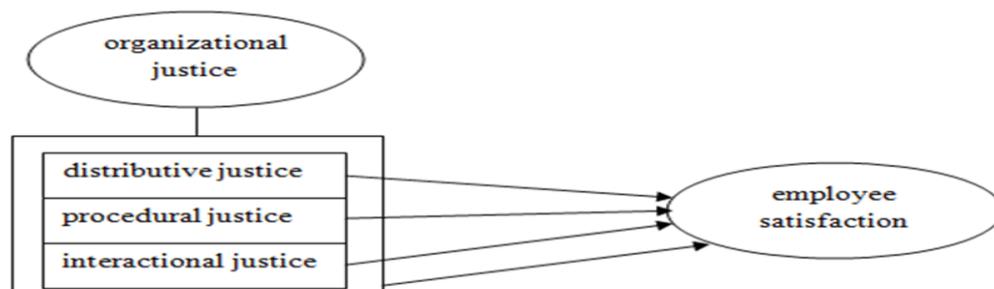


Figure No. (1) shows the dimensions of the independent variable and the dependent variable

**9.2. Community and sample research**

The researcher decided that the study sample should be from various employees in the College of Law / University of Babylon based on the random sample. The research community numbered about 195 employees as of 30/6/2021. The sample size of 57 individuals was determined with an error rate of 5% and a confidence level of 95%. The sample was randomly and systematically chosen to achieve the main objectives of the study.

**9.3. Statistical methods and treatments**

1. Correlation analysis:-
2. Regression analysis

3. Confirmatory factor analysis
4. Pearson's correlation coefficient:

**9.4. Test the validity of the questionnaire using the factor analysis method.**

**A- Confirmative structural validity of the organizational justice variable**

The confirmatory factor validity of the organizational justice variable was conducted using the ready program (AMOS v.24) , and the ready program (SPSS). the results were obtained as in Table (1) which shows the model matching indicators approved in the confirmatory factor analysis of the organizational justice variable.

**Table (1) shows the indicators of conformity to the organizational justice model**

| indicators                               | optimum range            | the value |
|--|--------------------------|-----------|
| chi-square value                         | to be spiritual          | 537.717   |
| degree of freedom                        | What value?              | 132       |
| Chi-square ratio to degree of freedom    | Do not exceed (5) good   | 4.11      |
| CFI Comparative Match Index              | ranges between (0.9 - 1) | 0.91      |
| TLI Tucker-Lewis Index                   | ranges between (0.9 - 1) | 0.92      |
| RMSEA square root mean approximate error | ranges from (0 - 0.08)   | 0.04      |

**Sarce** :Everitt, Brian S,(2010), " Multivariable Modeling and Multivariariate Analysis for The Behavioral Sciences", CRC bress, Taylar& Francis,6000, Broken,Sound Barkway NW, Suite 300,Boce RATON,USA,211.

Where it appears that the chi-square ratio to the degree of freedom does not exceed (5) is good 4.11, the comparative matching index (CFI) ranges between (0.9 - 1) 0.91. The Toker-Lewis Index (TLI) ranges between (0.9 - 1) 0.92, as well as the square root of the mean approximated error (RMSEA) ranging between (0 - 0.08) 0.04.

The table shows that the main variable has fulfilled all the necessary requirements, as it is now possible to start the statistical analysis of the factors by the method of the greatest probability of factors, where all the results of the factors of the research sample appeared using the statistical programs (SPSS v.18) and (AMOS v.24) as It is shown in Table (2):

**Table(2)**

| Questionnaire items                                  | Factor saturations |            |              |
|--|--------------------|------------|--------------|
|  | Factor One         | Factor Two | Factor Three |
| <b>distributive justice</b>                          |                    |            |              |
| My schedule is fair                                  | 0.84               |            |              |
| I think the level                                    | 0.31               |            |              |
| My salary is fair                                    | 0.80               |            |              |
| I consider my workload rather fair                   | 0.39               |            |              |
| Overall, the rewards I received here are rather fair | 0.45               |            |              |
| I feel my job responsibilities are fair              | 0.84               |            |              |

| <b>procedural justice</b>  |        |        |        |
|--|--------|--------|--------|
| The decisions our department makes are unbiased  |        | 5.65   |        |
| Our management makes sure that the demands of all employees are heard before making career decisions   |        | 0.84   |        |
| The department has procedures for gathering the information needed to make decisions accurately and completely   |        | 0.98   |        |
| Our department has procedures designed to allow employees to submit requests for a clear explanation or additional information about a particular decision |        | 0.83   |        |
| All decisions of our department are applied in a coordinated and impartial manner to all employees   |        | 0.31   |        |
| Our organization has procedures that allow the employee to appeal or appeal the decision   |        | 0.42   |        |
| <b>interactive justice</b>   |        |        |        |
| When decisions are made about my job, my boss treats me with kindness and consideration  |        |        | 0.55   |
| When I make decisions about my work, my boss cares a lot about my personal needs   |        |        | 0.59   |
| When decisions are made about my job, my boss treats me honestly   |        |        | 0.79   |
| When decisions are made about my job, the manager cares about my rights as an employee   |        |        | 0.36   |
| In connection with decisions made about my job, my manager usually discusses the expected effects of decisions with me                                     |        |        | 0.32   |
| When making decisions about my job,  |        |        | 0.83   |
| My boss gives reasonable explanations that I clearly understand.   |        |        | 66     |
| <b>The value of the latent root</b>  | 8.519  | 2.197  | 1.691  |
| <b>The percentage of the explained variance</b>  | 47.325 | 12.207 | 9.394  |
| <b>The percentage of cumulative variance explained</b>   | 47.325 | 59.533 | 68.927 |

Through Table (2) of the confirmatory factor analysis, there are five sub-clauses (questions) for the distributive justice dimension, (6) sub-clauses for the procedural justice dimension, and (7)

sub-clauses for the interactive justice dimension within the organizational justice scale of the 18 items it contains This scale, noting that all items have achieved acceptance.

Due to the fact that its saturations exceeded (0.30) and this exploration is consistent with the assumptions of the previous literature regarding the dimensions of this scale.

It is also noted from the table that the values of the latent roots achieved by each factor exceed the correct one and are identical to the previous hypotheses. As for the value of the explained total variance, the three factors together were able to explain a variance rate of approximately (69%) of the total total variance, and this is a good indicator provided by Factor analysis to support the construction of this scale.

#### **b- Confirmatory construct validity of the job satisfaction variable**

The confirmatory factor validity of the job satisfaction variable was conducted using the

ready program (SPSS v.18) and the ready program (AMOS 23) and the results were obtained as in Table (3) which shows the

model matching indicators approved in the confirmatory factor analysis of the job satisfaction variable.

**Table (3) shows the indicators of conformity to the job satisfaction model**

| indicators                                | optimum range            | Values |
|---|--------------------------|--------|
| chi-square value                          | to be spiritual          | 52     |
| degree of freedom                         | What value?              | 5      |
| Chi-square ratio to the degree of freedom | Do not exceed (5) good   | 4.49   |
| CFI Comparative Match Index               | ranges between (0.9 - 1) | 0.92   |
| TLI Tucker-Lewis Index                    | ranges between (0.9 - 1) | 0.94   |
| RMSEA square root mean approximate error  | ranges from (0 - 0.08)   | 0.06   |

**Sarce** :Everitt, Brian S,(2010), " Multivariable Modeling and Multivariariate Analysis for The Behavioral Sciences", CRC press, Taylor & Francis,6000, Broken,Sound Barkway NW, Suite 300,Boce RATON,USA,211.

As the chi-square ratio to the degree of freedom does not exceed (5), it is good 4.49, and the comparative matching index (CFI) ranges between (0.9 - 1) 0.92, and the Tocker-Lewis index (TLI) ranges between (0.9 - 1) 0.94, and since the square root The mean approximate error (RMSEA) ranges between (0 - 0.08) 0.06.

From the observation of the above table, it is clear that the job satisfaction variable has achieved all the required criteria and therefore the factor analysis can be carried out according to the method of greatest possibility, as the results of the factor analysis were through the use of the two programs (SPSS v.18) and (AMOS v.24) as shown in Table (4):

**Table(4)**

| Questionnaire items   | Factor saturations |
|---|--------------------|
|   | Factor One         |
| <b>Job Satisfaction</b>   |                    |
| I am satisfied with the success I have had in my job                                      | 0.82               |
| I am satisfied with the progress I have made towards achieving my overall career goals    | 0.94               |
| I am satisfied with the progress I have made towards my goals of increasing my income     | 0.69               |
| I am satisfied with the progress I have made towards achieving my goals towards promotion | 0.66               |
| I am satisfied with the progress I have made towards my goals of developing new skills    | 0.49               |
| Job Satisfaction  | 2.849              |
| <b>The value of the latent root</b>   | 63.583             |
| <b>The percentage of the explained variance</b>   | 47.325             |
| <b>The percentage of cumulative variance explained</b>                                    | 0.82               |

Where the value of the latent root was 2.849, the percentage of the explained variance was 63,583, and the percentage of the cumulative variance was explained 47.325. Through table (4) of the confirmatory factor analysis, there are five sub-paragraphs (questions) for the job satisfaction scale from the (5) that it contains. that scale. Note that all the items have

achieved acceptance due to the fact that their saturations have exceeded (0.30), and this exploration is consistent with the assumptions of the previous literature regarding the dimensions of this scale. It is also noted through the table that the values of the latent roots achieved by the factor exceed the correct one and are identical

to the previous hypotheses. As for the value of the explained total variance, the factor was able to explain the percentage of variance that was approximately (64%) of the total variance, and this is a good indicator provided by the factor analysis to support Build this meter.

Figure (2) shows all the estimates of the standard parameters for the paragraphs of the job satisfaction variable, which gives legitimacy to the mechanism of building the scale and its scientific adoption.

### 9.5. Influencing factor analysis (exploratory factor analysis)

This method aims to reduce the variables or paragraphs affecting within specific factors to the least number and most important impact, in the light of which the process of

determining the saturation percentages for each paragraph is conducted.

The job, of course, this is in 5 paragraphs, what we need to do (factor analysis) and their saturation rates, and the following are the results of the analysis based on the SPSS statistical program:

#### 9.5.1. . Factor analysis (exploratory) for the axis of organizational justice

The results of the factorial analysis of the sub-paragraphs of all the variables of the organizational justice axis showed the most important factors affecting according to the respondents' opinion, which were classified into (18) items arranged according to the order of the questions in the questionnaire form and as shown in Table (5).

**Table (5) Specific values and variance ratios explained by the factors of the organizational justice axis**

| Factors | Specific values | Contrast ratio | Cumulative Contrast Ratio |
|---------|-----------------|----------------|---------------------------|
| 1       | 8.519           | 47.325         | 47.325                    |
| 2       | 2.197           | 12.207         | 59.533                    |
| 3       | 1.691           | 9.394          | 68.927                    |
| 4       | 1.463           | 8.126          | 77.053                    |
| 5       | 0.959           | 5.331          | 82.384                    |
| 6       | 0.779           | 4.327          | 86.710                    |
| 7       | 0.494           | 2.742          | 89.452                    |
| 8       | 0.444           | 2.464          | 91.916                    |
| 9       | 0.382           | 2.123          | 94.040                    |
| 10      | 0.255           | 1.417          | 95.456                    |
| 11      | 0.213           | 1.186          | 96.642                    |
| 12      | 0.188           | 1.047          | 97.689                    |
| 13      | 0.138           | 0.769          | 98.458                    |
| 14      | 0.080           | 0.443          | 98.901                    |
| 15      | 0.074           | 0.414          | 99.314                    |
| 16      | 0.060           | 0.333          | 99.648                    |
| 17      | 0.034           | 0.191          | 99.839                    |
| 18      | 0.029           | 0.161          | 100.000                   |

Based on the results contained in Table (5), the most important organizational justice variables were identified in four main factors using the basic components method, which states that (the potential root of the extracted factor is not less than the correct one), and these factors together contributed to the interpretation of ( 77.053%) of the total variance, which is a very good explanatory rate that exceeded three quarters of the total variance of the factors.

### 9.5.2. Stability:

The concept of stability refers to the extent of consistency in the results of the scale, as the strength of stability lies in the questionnaire whenever the value of the reliability coefficient is (0.70) or more, that is, whenever the results of the application converge or are equal in two different time periods on the same target individuals in the study, the reliability coefficient was calculated through two methods :-

#### 1. Half-segmentation method

The questionnaire was divided into two homogeneous halves, and all questionnaires were used in the research sample, which amounted to (55) questionnaires, as the items of the scale amounting to (21) items were divided into two equal homogeneous halves, as the first half included the individual items,

while the second half included the pairwise items without neglecting the middle paragraph. The Pearson correlation coefficient between the two halves of (0.89) was calculated using the corrective Spearman-Brown equation. The value of the reliability coefficient according to the split-half method was (0.90) for the first half and (0.83) for the second half, which are excellent stability values that call for the adoption of the research results and their generalization in future studies.

#### 2. The method of internal consistency

This method depends on the consistency of the answers of the same respondent from one paragraph to another, as a deliberate sample of (23) respondents was used to survey their views on the topic of the research and the questionnaire was re-questioned after a period of three weeks and the alpha-Cronbach coefficient was calculated for each of the axes The questionnaire as well as the general stability coefficient for all the paragraphs of the questionnaire. The test result showed that the value of the reliability coefficient (Alpha - Cronbach) reached (0.89), which is an excellent percentage with a high degree of accreditation for the results of the questionnaire in this study and subsequent future studies, and table (6) shows the results .

| Questionnaire axes     | Alpha-Cronbach coefficient value |
|------------------------|----------------------------------|
| organizational justice | 0.88                             |
| Job Satisfaction       | 0.80                             |
| Questionnaire axes     | 0.89                             |

### 10. Statistical analysis of the relationship between the dimensions of organizational justice and job satisfaction.

In order to reach the real result of the first main hypothesis of the research sample, which is divided into three secondary or sub-hypotheses, where the strength of the influence of the relationship between the variables was determined using the Spearman

analysis method to find out the degree of correlation between each of the factors available in the study environment on the one hand and the dependent variable from On the other hand. The researcher used (T-test) to extract the significance of the correlation factors by the method of statistical tests as follows:

**Table (7) Values of Spearman's correlation coefficient and (T) test for the significance of the relationship between the dimensions of organizational justice axis and job satisfaction axis**

| Y                       | X<br>Dimensions of<br>the<br>organizational<br>justice axis | R<br>Spearman's<br>correlation<br>coefficient | T<br>(T) value<br>computed | Indications   |
|-------------------------|---|---|----------------------------|---------------|
| <b>Job Satisfaction</b> | distributive<br>justice                                     | **0.521                                       | 5.061                      | Significantly |
|                         | procedural<br>justice                                       | **0.749                                       | 7.518                      | Significantly |
|                         | interactive<br>justice                                      | **0.625                                       | 7.241                      | Significantly |

Tabular (T) value at the level of significance (0.05) and degree of freedom (53) = 2.006

Tabular (T) value at a level of significance (0.01) and a degree of freedom (53) = 2.673

(\*) Significant effect at the level of significance 0.05.

(\*\*) Significant effect at the level of significance 0.01.

1. The results showed that the value of Spearman between distributive justice and job satisfaction amounted to (0.521), which is a positive result with positive statistical significance (0.05) and (0.01) because the value of T values (5.061) which is higher than the tabular statistical value which reached (2.006). And (2.673) at the degree of significance (0.05) and (0.01) respectively, where we conclude the acceptance of the first sub-hypothesis, which states that “there is a statistically significant correlation between distributive fairness and job satisfaction”.

2- The results determined the strength of Spearman's test between procedural justice and the job satisfaction axis is (0.749), which is an acceptable positive value and a significant significance of (0.05) and (0.01). Because the calculated T-value (7.518) is greater than its tabular counterpart, which is (2.006) and (2.673) at (0.05) and (0.01) respectively, as the hypothesis is accepted, "there is a significant correlation between procedural justice and job satisfaction. "

1. The results showed the Spearman test between interactive justice and the axis of job satisfaction is (0.625), which is an acceptable statistical result with significance (0.05) and (0.01) with T-values of (7.241), which is greater than the tabular values (2.006) and (2.673), where the importance reached (0.05) and (0.01), and accordingly, the hypothesis is accepted “There is a significant correlation between interactive justice and job satisfaction, and therefore the acceptance of the three sub-hypotheses of the first hypothesis, we conclude the acceptance of the first main hypothesis, which states that “there is a statistically significant correlation Between organizational justice and job satisfaction.

**11. Test the main effect relationship hypothesis of the research**

**The second main hypothesis of the research states: “There is a significant effect relationship of organizational justice in job satisfaction.”**

The results of the second main hypothesis were reached. The degree of influence of the organizational justice axis in the basic dimensions of job satisfaction was known by extracting the result of the linear regression:  $y = a + i X_i$

And then determine the values of the (F) test to show the value of the influence coefficient, and also the (R2) coefficient of organizational justice was used in the dimensions of job satisfaction using the statistical program (spss). Table (6) shows the values of the factors used to test the impact on the basic variables of the research sample.

The dimensions of the main variable on job satisfaction will be measured in depth by a simple linear regression equation for the axes of the organizational justice variable with the variable job satisfaction, in Table (8) as follows:

**Table (8) results of the coefficient values used to measure the effect of organizational justice in the dimensions of job satisfaction.**

| Variables               |  | Transactions  |                           |                    |                                   |               |
|-------------------------|--|---------------|---------------------------|--------------------|-----------------------------------|---------------|
| Y                       | X  | fixed limit A | Regression parameter Beta | (F) computed value | coefficient of determination (R2) | indication    |
|                         | <b>Dimensions of the organizational justice axis</b> |               |                           |                    |                                   |               |
| <b>Job Satisfaction</b> | distributive justice                                 | 1.04          | 0.57                      | 25.61              | 0.33                              | Significantly |
|                         | procedural justice                                   | 1.20          | 0.71                      | 56.52              | 0.52                              | Significantly |
|                         | interactive justice                                  | 0.89          | 0.70                      | 52.42              | 0.50                              | Significantly |

**Tabular value (F) at degree of freedom (53.1) and level of significance (0.05) = 4.02**

**Tabular value (F) at degree of freedom (53.1) and level of significance (0.01) = 7.13**

A - The first sub-hypothesis states that "there is a statistically significant effect of distributive justice on job satisfaction."

The results of the statistical tests indicated that there was a significant significant effect (0.50) and (0.01) for the dimension of distributive justice in the variable of job satisfaction in the value of (F) at a degree of (25.61). It is greater than the tabular ratio of the factor, which is (4.02) and (7.13) in a sequential manner, for the two basic dimensions, where the independent variable (distributive justice) showed a percentage of (33%), approximately one-third of the total deviations that occurred on the independent variable on the variable ( Job satisfaction), which was shown in the value of the coefficient. The remaining percentage (67%) indicates the degree of contribution to the remaining factors in the research sample.

The value of the regression coefficient in the above equation (0.57) indicates that an increase in the distributive justice dimension by one unit will also be accompanied by an increase in the job

satisfaction variable by (57%), and therefore the first sub-hypothesis is acceptable, which states that "there is a significant effect relationship. Significance after Distributive justice in the job satisfaction variable."

B - The second hypothesis states that "there is a statistically significant effect relationship to the dimension of procedural justice in the job satisfaction variable."

The results of Table (7) showed a significant effect at the significance level (0.50) and (0.01) for the dimension of procedural justice in the variable of job satisfaction, knowing that the calculated value (F) is (56.52). ) was greater than its tabular counterpart (4.02) and (7.13) respectively and for both significance levels, and the independent variable (procedural fairness) was able to explain (52%) more than half of the total changes or

deviations in the values of the dependent variable (job satisfaction) in the college that investigated, which is the largest explanatory ratio that one dimension of organizational justice is its interpretation compared to other dimensions, according to the value of the coefficient of determination, and the rest. Percentage (48%). Thus, the estimated regression equation for the effect of the procedural justice dimension on the job satisfaction variable can be formulated as follows:

Job satisfaction = 1.20 + (0.71) procedural equity

The value of the regression coefficient in the above equation (0.71) means that increasing the procedural justice dimension by one, the unit will increase the job satisfaction variable by (71%). The moral importance of the dimension of procedural justice in the variable of job satisfaction.

T - The third hypothesis states that "there is a statistically significant effect relationship to the interactive justice dimension in the job satisfaction variable."

The results of the research sample showed a degree of clear influence with a value of (05.0) and (0.01) for the interactive justice axis in the dependent variable, since the value of (F) was (52.42). ) is almost significant than (4.02) and (7.13) for all significance levels (05,0) and (0.01), and the value of the coefficient of determination shows an impression of the interpretation of the independent variable (interactive fairness) by (50%), that is, half of the total changes that occurred in Evaluate the dependent variable (the job satisfaction variable).

Explains the degree of contribution of the basic variables in the study sample. Thus, the estimated regression equation for the effect of the interactive justice dimension on the job satisfaction variable can be formulated as follows:

Job satisfaction = (0.89) + (0.70) interactive equity

The degree of the regression coefficient in the above equation (0.70) indicates that an increase in the interactive justice dimension by one unit leads to an increase in the job satisfaction variable by (70%). The interactive

justice dimension in the job satisfaction variable." In general, as a result of achieving the acceptance of three sub-hypotheses out of three (ie 100% acceptance) of the second major hypothesis, we conclude that the first major hypothesis is acceptable, which states that "there is an important hypothesis of the effect of organizational justice in job satisfaction.

### 13. Results.

1. The results showed a high degree of validity and acceptance of the three sub-hypotheses that lead to the basic hypothesis of the study sample. Thus, the first hypothesis of the research was accepted, which states: "There is a statistically significant correlation between organizational justice and job satisfaction.

2. The results of the tests in the research sample indicated a significant significant effect at the statistical level (05.0) and (0.01) for the dimension of distributive justice in the satisfaction variable.

Based on the foregoing, the sub-hypothesis has a high degree of acceptance, which states that "there is an important effect relationship for the dimension of distributive fairness in the satisfaction variable".

3. The statistical results determined a high degree of influence at the level (05.0) and (0.01) of the procedural justice axis in the dependent variable, as the calculated (F) degree (56.52) is higher than its tabulated value, as well as the degree of influence of the (procedural justice) axis was able to clarify approximately (52%) higher than the total deviations related to (job satisfaction). On "There is a significant effect associated with the dimension of procedural justice in the variable of job satisfaction."

4. The results showed the presence of a significant effect at the level of significance (05.0) and (0.01) for the interactive justice dimension in the variable of job satisfaction, given that the calculated (F) value, which reached (52.42) is greater than its tabular counterpart of (4.02) and

(7.13) ) for both levels of morality (0,05) and (0.01), respectively, and thus we conclude the acceptance of the third sub-hypothesis, which states that "there is a significant effect

relationship for the interactive justice dimension in the job satisfaction variable”.

#### 14. Recommendations.

1. The importance of urging and encouraging senior management in the work environment and decision-makers to take organizational justice procedures and apply them with fairness and

equality at the various functional levels in the organization, which has a role in increasing the degree of job satisfaction among employees. Which leads to obtaining the best results at work and achieving the main objectives of the organization.

2. Develop long-term plans to monitor and audit the results of the implementation of the main dimensions of organizational justice. Set time programs to know the degree of commitment and

work in these dimensions in the work environment, which in turn will lead to creating a spirit of job satisfaction that achieves clear effects on products in the work environment.

3. The need for continuous attention and parental care by senior management to functional levels, taking into account the application of justice procedures (organizational, procedural, and interactive at work), and designing effective strategic programs and plans through the development of advanced programs for rewards and material and moral incentives that include all the working forces in the organization, Taking into account the design of advanced programs keen to ensure the promotion and promotion of employees, which will generate a sense of fairness and job satisfaction in the work environment.

4. Participation of the workforce by taking their opinions and suggestions into account when holding workshops and regular or emergency meetings to develop or find a solution to a problem or challenges that occur in the functional work environment, and successful departments should see employees with (experiences, skills, effectiveness, and capabilities) in the procedures and processes of strategic decision-making in the functional work.

5. Emphasis on the need to develop future programs and plans for all workforce in the College of Law / the University of Babylon, aiming to achieve justice in various administrative aspects among employees to ensure job satisfaction in the work environment that has an effective role in achieving organizational goals, which leads to increased loyalty to the organization.

#### 15. References:

1. Abu Rumman, M. A. (2015). Factors Affecting Job Satisfaction of the Employees in Travel and Tourism Companies in Amman. *International Bulletin of Business Administration*, 88-90.
2. Akram U., K. M. (2016). Impact of Organizational Justice on Job Satisfaction of Banking Employees. *European Journal of Business and Management*, 55-63.
3. Al-Otaibi, A. G. (2013). The influence of organizational justice on employee attitudes in public organizations in the state of Kuwait. *The influence of organizational justice on employee attitudes in public organizations in the state of Kuwait*, 343-362.
4. Al-Zu'bi, H. (2010). A Study of Relationship between Organizational Justice and Job Satisfaction. *International Journal of Business and Management*, 102-109.
5. Aydin B., a. C. (2015). A research analysis on employee satisfaction in terms of organizational culture and spiritual leadership. *International Journal of Business and Management*, 159-168.
6. Ažić, M. L. (2017). the impact of hotel employee satisfaction on hospitality performance. *Tourism and Hospitality Management*, 105-117.
7. Azman and, e. (2014). The indirect effect of distributive justice in the relationship between pay structure and work attitudes and behavior. *European Journal of Social Sciences*, 234-236.
8. Bakhshi A., a. K. (2009). Organizational Justice Perceptions as

- Predictor of Job Satisfaction and Organizational Commitment. *International Journal of Business and Management*, 145-154.
9. Bercu, A.-M. (2017). Impact of employees' training programmes on job satisfaction. *CURRENT SCIENCE JOURNAL*, 1340-1345.
  10. Chegini, M. (2009). The relationship between organizational justice and organizational citizenship behavior. *American Journal of Economics and Business Administration*, 171-174.
  11. Cohen-Charash, Y. a. (2011). The role of justice in organizations: A metaanalysis. *Organizational Behavior and Human Decision Processes*, 289-291.
  12. Colquitt and, e. (2012). Justice at the millennium: A meta-analytic review of 25 years of organizational justice research. *Journal of Applied Psychology*, 425-428.
  13. Cremer, a. e. (2015). Procedural and distributive justice effects moderated by organizational identification. *Journal of Managerial Psychology*, 222-225.
  14. Dennis, D. a. (2014). Job satisfaction theories: Traceability to employee performance in organizations. *Journal of Business and Management*, 11-14.
  15. Ekandjo, D. (2017). Employee satisfaction and performance: a case study of Woermann Brock Supermarkets, Windhoek, Namibia. *Journal of Financial Economics*, 201-205.
  16. Gnanadhas. (2013). Job satisfaction of bank employees working with e-channels. *Asian Journal of Business and Economics*, 45-47.
  17. Halim, F. a. (2011). The Relationships between Organizational Justice, Organizational Citizenship Behavior and Job Satisfaction. *American Journal of Economics and Business Administration*, 55-59.
  18. Hyz. (2010). Job Satisfaction and Employee Performance of Greek Banking Staff: An Empirical Investigation. *ACTA UNIVERSITATIS LODZIENSIS, FOLIA OECONOMICA*, 85-90.
  19. Jasna, A. (2011). Employee satisfaction, entrepreneurship and firm growth: a model. *Industrial Management and Data Systems*, 589-607.
  20. Jeong. (2009). The Impact of Organizational Justice on Career Satisfaction of Employees in the Public Sector of South Korea. *Cogent Business and Management*, 440-441.
  21. Kamalian, A. (2010). Survey of relationship between organizational justice and empowerment. *European Journal of Economics, Finance and Administrative Sciences*, 66-67.
  22. Karch, G. (2017). The Impact of Employee Uniforms on Job Satisfaction in the Hospitality Industry. *Journal of Hotel and Business Management*, 112-113.
  23. Kenneth, R. a. (2010). What's fair is fair ... or is it ? public values and conflicting public views about social justice. *Journal of Personality and Social Psychology*, 200-202.
  24. Kirmanen. (2011). employee Satisfaction and work motivation. *Bachelor's Thesis Business Management*, 333-334.
  25. Küskü. (2015). Dimensions of employee satisfaction: A state university example. *METU Studies in Development*, 399-401.
  26. Lee. (2011). An empirical study of organizational justice as a mediator of the relationships among leader – member exchange and job satisfaction, organizational commitment, turnover intentions in the lodging industry. *Procedia - Social and Behavioral Sciences*, 99-103.