Article

The Effect of Organizational Justice on Achieving Job Satisfaction: An Exploratory Study of the Opinions of a Sample of Employees at The General Company for Southern Fertilizers Manufacturing

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Abstract: This study aims to investigate the impact of organizational justice on job satisfaction and gain a deeper understanding of the concept of organizational justice (distributive justice, procedural justice, interactive justice, and evaluative justice) for the company from the perspective of the General Company employees of the Southern Fertilizer Manufacturing Company. The research also sought to highlight the effects of the climate on Organizational job satisfaction. Lastly, the goal of this study was to determine how organizational justice affects the level of work satisfaction in the examined firm. 250 copies of an analyzable questionnaire were gathered from the company's employees, and these copies were used to evaluate the research model. Company for the Southern Fertilizer Industry, Generally the correlation link between the study's variables and the effect hypotheses will be initially investigated through the usage of the SMART PLS software in order to test the hypotheses and get findings. Employee satisfaction with the advantages bestowed upon them by the institution in comparison to other establishments is demonstrated by the study's findings, which demonstrate organizational fairness inside the examined corporation. The most crucial recommendations are that managers and other decision-makers within the organization make decisions that are just and equitable for all workers, and that they base their decisions on solid, unambiguous principles that ensure worker equality. They also advise managers and decision-makers within the organization to consider how work outcomes like pay, benefits, and workload are distributed among workers according to efficiency and merit, accounting for monetary adjustments made for shifts in employees' living conditions.

Keywords: Organizational justice, Job satisfaction; The General Company for the Southern Fertilizer Industry.

1. Introduction

The rise in modern administrative science advancements, modifications in technology and cognition, and the introduction of novel ideas and patterns like globalization and privatization, among others, and the emergence of challenges facing economic establishments, made it necessary for these establishments to prepare and develop a comprehensive and integrated vision for them, based on a clear and specific philosophy, that contributes to achieving their goals and helps them. To build a distinct competitive and strategic position that ensures its survival, growth, and improved performance. Therefore, business organizations had to take into account the criticism directed at them by constantly moving towards achieving the economic goal for which they were created, which is achieving profits, ignoring their responsibility towards society and the environment . subject as a result of numerous studies and research projects pertaining to organizational behavior, the cognitive development of human resources in organizations, and the establishment of a suitable organizational culture for administrative, humanitarian, and societal goals, organizational justice has grown in importance within the field of management. On the other hand, since organizational justice is an indicator that encompasses the interpretation of many

values, it is part of the scientific endeavor to close the gap between the goals of the organization and the goals of its members and to establish links that inspire the development of strategies and tactics to guarantee that administrative bodies create a positive organizational climate that employees in administrative organizations handle. Additionally, a wide range of topics pertaining to organizational behavior, labor, and organizational administrative procedures. Consequently, one of the difficulties modern firms confront is ensuring fairness among their workforces given the variety of their human resources as well as the differences in their cultural, cognitive, and economic backgrounds. This research divided through four sections that embody the first section, in the methodology of the study, while the second section presents the theoretical framing of organizational justice and job satisfaction, and the section may descend. The third section analyzed the results of the research and tested its hypotheses. The fourth and final section summarized the most important conclusions and recommendations reached by the research.

2.   Materials and Methods

The problem of the study

The topic of organizational justice and satisfaction has been the subject of numerous studies by researchers; however, these studies are still in the minority and require more attention, particularly in the industrial sector, which has a major influence on how societies, including Iraqi society, are able to overcome obstacles. It was enforced on that society because trust in the administrative leadership's ability to accomplish organizational justice is a prerequisite for fostering commitment among individuals. Thus, the investigator discovered that clarifying the examination of these factors improves the comprehension of the notions of organizational justice and organizational satisfaction independently in the investigated company and eliminates the ambiguity that Covering them, the current research came to shed light on these variables: by answering the following questions:

1. What is the concept of justice and satisfaction and what is the nature of the relationship between them?
2. Is there an effect of the dimensions of organizational justice on organizational satisfaction?

Objectives of the study

The primary goal of this study is to examine how organizational fairness toward employees affects their job satisfaction using the DAL group of enterprises as a case study. The following secondary goals flow from this primary goal:

1. Bringing to light the many facets of organizational justice in the studied organization.
2. Presenting some findings to support the idea of organizational justice being used by businesses in a more thorough and wide manner.
3. Determine what constitutes a job satisfaction and look for the factors that contribute to it.
4. Provide a few recommendations to the decision-makers of the assessed firm that will assist them in ensuring that their workers are satisfied in their jobs since this will have a beneficial influence on the successful and efficient development of the organization's objectives.

The importance of study

One of the key organizational factors influencing how well individuals perform on the job and how well the organization performs overall is organizational justice, which is both a relative notion and an organizational phenomenon. Increased employee perceptions of unfairness have a number of detrimental effects, including decreased job satisfaction, poor organizational citizenship, a failure to meet firm objectives, and a general drop in job performance. If, on the other hand, employees' perceptions of organizational justice grow, so does their faith in the organization's leadership and their belief that they can win their rights. This translates into people's behavior improving once

they are convinced of the importance of organizational justice and then developing trust in the organization.

Study Hypotheses

H1: There is a positive correlation between organizational justice as an independent variable and job satisfaction as a dependent variable.

H2: There is a positive impact relationship between organizational justice as an independent variable and job satisfaction as a dependent variable.
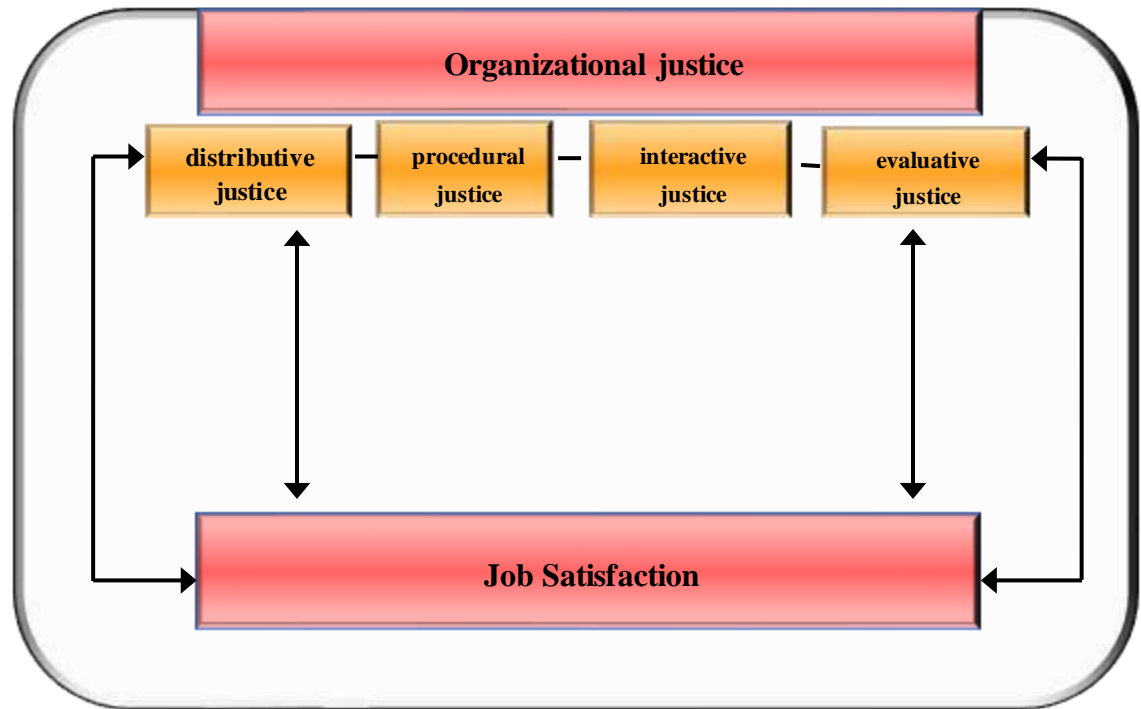

Figure 1. Hypothetical diagram

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Literature review

According to the definition of organizational justice, equality occurs when a worker compares the rate at which he produces compared to the rate at which his coworkers produce compared to their inputs. Justice is attained when the two rates are equal; injustice happens when the rates are not equal, and the person feels injustice as a result [1].

As a concept, organizational justice is relative and based on how employees view the objectivity and integrity of the organization's processes and outputs. This means that a procedure that one employee views as biased and subjective may be viewed by another employee as having a high level of objectivity and impartiality [2]. Justice within the Organization The degree to which rights and responsibilities are achieved fairly and equally expresses a person's connection to the organization. The concept of justice incorporates the idea of fulfilling workers' responsibilities to the company where they work and establishing the necessary organizational trust between the two sides [3]. Organizational justice is the tendency of employees to compare their own circumstances to those of their coworkers, or the employees' perceptions of justice in the workplace or organizational setting, i.e., the employees' perception of justice in the workplace based on their relationship with the organization or their immediate supervisor, which ultimately influences their attitudes and behaviors at work [4]. From all of these definitions, it is evident that organizational justice is a human experience and value that members of the organization hold within the context of assessments that are created through

psychological and administrative means by contrasting the exchange values that members obtain with the management of the organization [5].

3. Results

The importance of organizational justice

Since organizational factors have a direct and substantial influence on how well individuals perform inside the company, the idea of organizational fairness is crucial [6]. Accordingly, the importance of organizational justice can be understood through the following indicators:

a. Distributive justice, a component of organizational justice, provides an explanation for the reality of the organization's pay and salary distribution structure.

b. In order to truly achieve control and mastery over the decision-making process, organizational justice is necessary, and procedural justice plays a significant role in this regard.

c. Behaviors that demonstrate organizational justice include loyalty to the organization, citizenship behaviors inside the organization, and contentment with superiors.

d. The concept of organizational justice illuminates the organizational climate and ambiance that exists inside the organization, emphasizing the importance of the justice factor in transactions.

e. Determining the effectiveness of the monitoring, control, and assessment system as well as the capacity to engage feedback roles in a way that guarantees the caliber and sustainability of organizational processes and accomplishments among the organization's members are all facilitated by organizational justice.

f. Organizational justice emphasizes the system of moral, social, and religious values that people hold dear. It also establishes the manner in which members of the organization interact and develop morally in terms of how they view the justice that is shared inside the company.

Dimensions of organizational justice

Distributive justice

It is the fairness of the outputs obtained by the employee. Individuals evaluate the results of their actions according to a distributive rule based on the principle of equality.

The concept of distributive justice refers to how fairly an organization is thought to have distributed its resources. It focuses on how the fairness of the results obtained is perceived by the staff. They assess the organization's resource distribution process's ultimate condition [7]. Organizational distributional justice is governed by three rules. The principle of rewarding contributions is the foundation of the equality rule. Considering all other things being equal, a full-time worker should be paid more than a part-time worker, in the event that the reverse occurs, the equality rule is broken. The quality rule states that everyone must have equal opportunity to get rewards, regardless of their unique traits (gender, race, ability, etc.). For instance, all employees must get health care from the company when it strives to offer them. Not only the hard-working individuals inside the company; if the latter occurs, the other staff members will see a breach of the quality standard. The need rule is predicated on the notion that, under the assumption that all other factors remain equal, those in urgent need should take precedence over others. For instance, if the company want to raise pay and there is a married woman with children and an unmarried woman, the married woman has to be given preference over the latter, provided all other factors remain the same. The married lady believes that the rule of necessity has been broken if the contrary occurs [8].

Procedural Justice

It is the degree to which the employee perceives the fairness of the methods utilized to arrive at the results. The idea of procedural justice is the idea of how fair the processes are

that are employed while making choices that have an impact on specific people. Procedural justice pertains to the fairness of the processes that were utilized to establish the employee's outputs, if distributive justice is concerned with the equity of the outputs that the employee receives [7].

The most important components of procedural justice are:
1- Stability of procedures.
2- Accuracy of procedures.
3- Validity of procedures.
4- Realistic and ethical procedures.
 5-Impartiality**.**

Interactive justice

It is the degree to which the employee believes that he is treated fairly when specific official processes are followed, or the degree to which he is aware of the rationale behind such procedures [9]. It is observed that distributive justice, procedural justice, and interactive justice are closely related. This is so because the worker's degree of loyalty to his company is influenced by his sense of fairness. A very loyal employee is one who believes in distributive justice, interactive justice, and procedural fairness. Consequently, employees' perceptions of organizational justice might be influenced by distributive, interactional, and procedural justice [10].

Evaluative justice

Evaluative justice refers to the kind of justice that consists of certain protocols, guidelines, and frameworks that enable people to guarantee that their rights and performance levels are assessed in an unbiased and equitable way, giving them security and stability in their employment. Because it is intimately related to assessing employee performance, evaluative fairness is significant. As a result, a lot of organizations use the administrative method to determine each employee's performance level using a set of standards. This method's goals are to recognize and address performance deficiencies as well as to recognize and reward exceptional and high-performing work. Performance, and this in turn represents an important factor to motivate and increase the motivation of individuals towards outstanding performance through the feeling that individuals have of the fairness of management's evaluation of the performance of each of them, away from bias [11].

Job satisfaction

The success of organizations and the accomplishment of their objectives are largely attributed to the human element. As a result, it requires more attention, as well as labor to fulfill and accomplish its objectives. It has been said that in certain instances, an individual is compelled to work regardless of whether they are happy or unhappy in their current position, and this has led to Employee performance clearly declined as a result of human element neglect, particularly in government enterprises. Consequently, it is now essential to look for a solution to this issue using one strategy, which is raising employee happiness [12]. A significant portion of the research on job happiness has come from management specialists who focus on employee motivation strategies. Workers should demonstrate their love and allegiance to their organizations. This issue will not be resolved quickly. Instead, the organization must implement a number of policies and initiatives to win the affection and allegiance of its staff members while also persuading them of its love and devotion for them. As a result, the process benefits both parties equally, and the employee will be unable to provide to an organization that does not give him what is reasonable in the future. There are several definitions of work satisfaction that the scholars have defined. Some people think that an individual's overall attitude toward his work is reflected in his level of job satisfaction. The individual is generally more or less satisfied with different aspects of his work, including the work itself, pay and promotions, working conditions and conditions, and the organization's policies. These aspects are all influenced by the reward system in the organization [4]. Even if the definition of work

satisfaction varies throughout the book, it can be claimed that job satisfaction is understood to be a measure of how well an individual's demands are met. Several variables contribute to this contentment, such as: A portion of these have to do with the workplace, while others have to do with the position that the person has. These elements assist a person in feeling content with his job and achieving his objectives and wishes based on what he truly obtains from it that is, what goes above and beyond his expectations. It was shown that the greatest degree of job satisfaction may be attained by improving production efficiency [12].

The practical side

The study aimed to reduce negative and bad practices in a toxic work environment through their impact on organizational justice in the researched company. As such, the degree of influence between the variables will be identified after the necessary tests were carried out to ensure the quality of the data collected. The application software (SMART PLS) will be utilized to test the impact hypotheses. First, the relationship between the study variables for each hypothesis will be examined. Next, the degree to which the dependent variable (job satisfaction) and the independent variable (organizational justice) explain the variance in the dependent variable will be determined. Finally, the influence factor between the study variables will be estimated, as two main hypotheses have been assumed. It is as follows: -

Test the first main hypothesis: The job satisfaction environment and organizational justice are seen to be significantly and favorably correlated by the researchers. This presupposes that the atmosphere of work satisfaction actually contributes to organizational fairness. The results will be extracted using the statistical program (SMART PLS) in accordance with the (simple regression method), as the impact factor is estimated (Beta) and the level of significance that appears on the arrow connecting the independent and dependent variables, as shown in the figure (2) and the table (1). Any increase in the (independent variable) will result in a similar increase in the (dependent variable). The structural equation will be tested (SEM-PLS). They are listed in the following order:
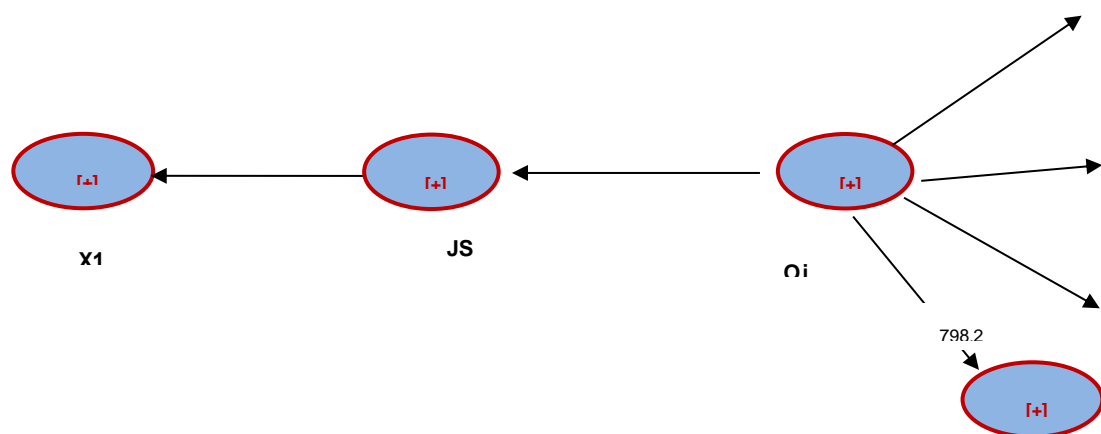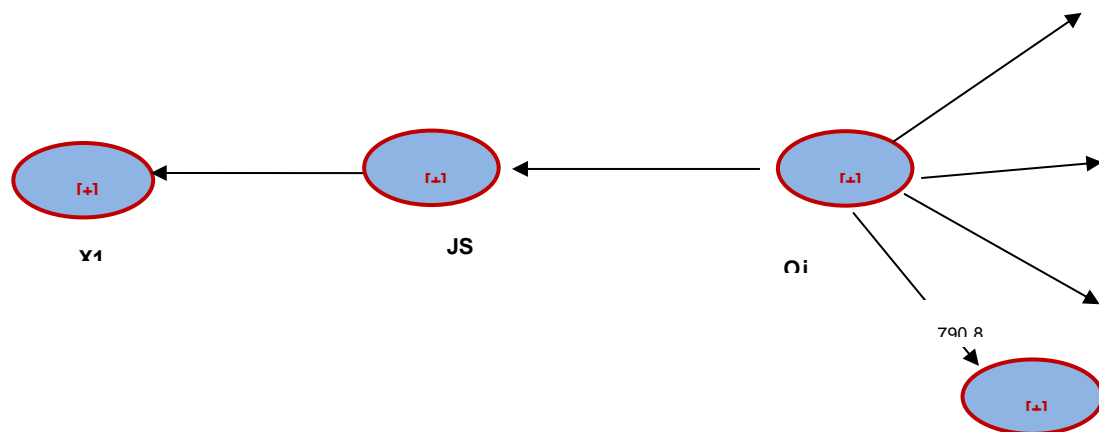

Figure 2. Results of the simple regression analysis test of organizational justice in job satisfaction.

Table 1. Statistics of the impact factor test of organizational justice on job satisfaction.

	Original Sample (O)	R	Standard Deviation (STDEV)	R²	T Statistics (|O/STDEV|)	P Values
JS -> OJ	0.795	0.810	0.091	0.61	8.980	0.000

It is evident from table (1)'s data that work satisfaction and organizational justice have a significant link. At the significance level of 0.05, it achieved (0.810), a positive and acceptable result. According to table (1), the coefficient of determination (R2) was (0.62), meaning that organizational justice explains (0.61) of the variation in the dependent variable, job satisfaction. Regarding the impact, it was attained to (0.796). Job satisfaction will rise by (0.795) in response to an increase in the independent variable organizational justice. At a significance level of (0.05), it is noteworthy. These findings support the premise that this study accepts at this level.

Test the second main hypothesis: Based on the assumption that the environment of work satisfaction exists, the researchers hypothesized a high association between organizational justice and job satisfaction. The dependent variable will increase in proportion to any increase in the independent variable, which is a true function of organizational justice. The structural equation will be tested using the SEM-PLS program, and the results will be extracted using SMART PLS, a statistical program, in accordance with the simple regression method. It calculates the significance level and the effect factor (Beta) that are displayed on the arrow that links the independent and dependent variables, as seen in figures (3) and (2). They are as follows

Figure 3. Results of the simple regression analysis test of organizational justice in job satisfaction.

Table 2. Statistics of the impact factor test of organizational justice in reducing job satisfaction

	Original Sample (O)	R	Standard Deviation (STDEV)	R²	T Statistics (|O/STDEV|)	P Values
JS -> OJ	-0.613	-0.638	0.079	0.44	-7.802	0.000

The link between organizational justice and work satisfaction was found to exist, as indicated by Table (2)'s data. It reached (0.638), which is favorable and acceptable at a significant level (0.05). Table (2) makes it evident that organizational justice accounts for (0.44) of the variance in the job satisfaction variable. This means that organizational justice plays a significant role in explaining variation in the variable. Regarding the degree of

impact, figure (3) shown that the impact factor reached (0.613), that is, a rise of (0.613) in work satisfaction will result from any increase in the organizational justice variable. A significance level of (0.05) indicates that it is significant. On the basis of these findings, this hypothesis is approved for this investigation.

4. Discussion

The findings of this study reveal a significant and positive relationship between organizational justice and employee job satisfaction at the General Company for Southern Fertilizers Manufacturing. The dimensions of organizational justice—distributive, procedural, interactional, and evaluative justice—play a crucial role in shaping a satisfying work environment. Employees expressed high levels of satisfaction with the fairness demonstrated by the organization, particularly regarding the distribution of salaries, allowances, leave entitlements, and working hours. This indicates that when employees perceive fairness in the workplace, it fosters a sense of contentment and belonging. The positive perception of organizational justice not only enhances employee satisfaction but also contributes to organizational commitment and reduced turnover intentions. These findings underscore the importance of transparent and consistent management practices in maintaining a motivated workforce. Therefore, organizational justice serves as a key determinant of overall job satisfaction and organizational performance.

The implications of these findings suggest that management must continue to uphold justice principles to sustain and enhance employee satisfaction. Fair decision-making processes, particularly those related to promotions, workload distribution, and compensation, should be based on clear, stable criteria reflecting merit and efficiency. Additionally, involving employees in decision-making processes and maintaining open communication channels can strengthen their trust in management. Organizations that recognize and address employees' needs fairly are more likely to cultivate loyalty and commitment among their workforce. Procedural and interactional justice were found to have the most substantial impact on job satisfaction, indicating that treating employees with respect and ensuring their voices are heard are essential practices. As employees develop trust in management's fairness, their motivation and performance levels are likely to increase. Consequently, fairness in managerial practices becomes a strategic tool for enhancing organizational effectiveness.

Moreover, the study highlights the broader organizational benefits of fostering a just working environment. Companies that prioritize fairness are better positioned to create a positive organizational climate, leading to higher levels of employee engagement and performance. The establishment of a clear job classification system, aligning responsibilities and compensation, ensures that employees perceive fairness in role expectations. Providing opportunities for professional growth and acknowledging employee contributions also plays a vital role in sustaining job satisfaction. These practices not only improve individual performance but also drive collective organizational success. Periodic measurement of employee satisfaction and responsive management strategies can further enhance organizational outcomes. Ultimately, the consistent application of organizational justice fosters a culture of trust and collaboration, essential for achieving long-term organizational objectives. Thus, fairness is not merely a moral obligation but a strategic imperative for business success.

5. Conclusion

a. Organizational justice is applied towards employees to a large extent, and this application plays a fundamental role in generating job satisfaction among employees.

b. Organizational justice within the investigated company indicates satisfaction among employees, as employees feel satisfied with the privileges granted to them by the organization compared to other establishments.

c. The surveyed company's practices towards its employees are matched by high job satisfaction from the employees, as the surveyed company is keen to fulfill all employees' rights related to vacations, with details of annual leave, paid leave, vacation compensation, allowances, and dates. The group organizes the vacation schedule and its entitlements to allow all employees the opportunity to enjoy various benefits. Types of leave in a manner that does not conflict with the interest of the work.

d. The surveyed company is keen to share with its employees in their joys and sorrows and grants them emergency leave for marriage, treatment, Hajj and other events that occur in their lives. Also, the official working hours are appropriate in a way that does not affect the employees' private lives.

e. There is a clear feeling from the company's employees that they are satisfied with the work they do and feel happy and accomplished when performing it, which has created a sense of belonging in them to the company and thus they provide the company with the best they can.

f. The two most significant and impactful aspects on administrative creativity inside the organization are procedural justice and interactive justice. This indicates that treating everyone equally under the law, enabling employees to voice their ideas at work, and enabling them to make decisions based on thorough and accurate information all have a good impact on job satisfaction.

Recommendations

a. Educating managers on fairness and transparency via conferences, seminars, brainstorming sessions, posters, and bulletins.

b. The organization's managers and decision-makers must pay attention to the distribution of work outcomes, such as wages, incentives, and workload, based on merit and efficiency, taking into account financial allocations for changes in employees' living standards. They must also make decisions that are just and fair to all employees, based on clear and stable foundations that ensure equality among employees.

c. The significance of the investigated firm monitoring the actuality of equitable treatment and making sure that each and every employee receives respect and fair treatment. Senior management and employees actively listen to each other in order for this to occur.

d. The significance of considering how work responsibilities should be distributed fairly and appropriately among employees, as well as the need to create a system of job classification that identifies the responsibilities and tasks of each position and bases pay not just on educational background but also on the complexity of those responsibilities and duties.

e. Strengthening organizational support includes giving workers financial and moral assistance, rewarding them both internally and externally, giving them the chance to grow professionally and learn new skills through training, and giving them the chance to advance to well-deserved positions.

f. Individuals' job satisfaction rates must be measured periodically and work based on their outcomes to improve overall satisfaction and then increase efficiency and effectiveness in achieving the objectives of the company under investigation.

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