

## The role of organizational justice in job satisfaction

- A field study at the Faculty of Humanities and Social Sciences –

- Abbes Laghrour Khenchela University –

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**Saida Rehamnia**

*Abbes Laghrour Khenchela University , Algeria, Email: [3aida25@gmail.com](mailto:3aida25@gmail.com)*

### **Abstract:**

We aim through this study to know the role of organizational justice in achieving job satisfaction within the university institution. To measure organizational justice, three indicators or variables have been developed, which are: Performance at work, treatment of civil servants and relations between work groups, which are indicators that have close relations with organizational justice and play an important role in job satisfaction in any institution, whether public or private.

**Keywords:** Organizational justice ; job satisfaction ; job performance ; work groups ; administrator (supervisor).

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**Corresponding Author:** *Saida Rehamnia, Email: [3aida25@gmail.com](mailto:3aida25@gmail.com)*

## **1. Introduction:**

Organizational justice is one of the important issues in any institution or department and its great impact on employees and workers and its great role in the development of institutions.

Organizational justice is the fundamental and main requirement for all workers and employees of all institutions, whether public or private, at all times and at the present time, and it has become a fundamental requirement for the construction and the formation of any institution or organization.

Job satisfaction depends on the extent to which organizational justice is achieved, itself linked to various variables such as fairness, equality in job performance, treatment of workers by officials and supervisors, and relationships between working groups.

We will attempt, through this article, to address the research issue and the importance and objectives of the study, then to ask questions and hypotheses specific to this study, to determine the interests of the research, then to present and analyze research results. And then put the conclusion of the article which includes the most important results of the research.

## **2. Formulation of the problem :**

Organizational justice is an ancient and modern concept at the same time, where researchers and scholars have worked to shed light on the concept through research and studies on how workers and

employees in institutions respond to organizational justice, as most studies have found a relationship between organizational justice Equality at work and their unfair practices, which are direct or indirect causes of the emergence of negative behaviors in workers and employees, affect the job performance and lead to job or job dissatisfaction, mistreatment of contractors, unfair treatment, and poor relations among all work groups.

We aim through this study to discover the role of organizational justice in achieving job satisfaction. From this, the following main question can be asked:

Does organizational justice play a role in job satisfaction?

### **3.Study hypothesis :**

Organizational justice leads to job satisfaction.

Through this hypothesis, three variables or indicators can be observed:

- a- Equality in employment or professional performance.
- b- Deal with the administrator (supervisor).
- c- Relations between working groups.

### **4.Significance of the study :**

The importance of this study lies in the fact that it deals with two important concepts: organizational justice and job satisfaction. One independent variable and the other a dependent variable that ensure the continuity and development of any institution or organization. The importance of this study also lies in the fact of revealing the imbalances and deficiencies at the origin of the decline or development of any institution, of taking stock of the existing relations between the managers or supervisors of work and the employees and to improve relations between the working groups as a whole.

### **5.Study objectives :**

We aim through this study to try to know the role of organizational justice in the achievement of job satisfaction through several variables or indicators, namely: professional performance, the treatment of civil servants and the relations of work groups. . Finally, arrive at conclusions which can be recommendations and proposals that help the heads of institutions and organizations to take appropriate decisions and measures to achieve the concept of organizational justice.

### **6.Definition of the terms of the study :**

Search terms can be discussed briefly, as the following concepts can be identified:

#### **1- Organizational justice :**

Organizational justice can be defined as: "The process of employees' evaluation of management decisions in the context of variables such as the assignment of tasks to employees, adherence to work shifts, empowerment, levels of salary and the distribution of incentives, which represent economic and social justice, work environments and employee perceptions of internal decision-making processes and how to share these decisions with employees" (Al - Dhabaoui , **2018**, p. 218).

together, distributive, procedural and interactive justice represent organizational justice (Al -Dhabhaoui , **2018**, p. 218).

In short, organizational justice is fairness and equality in the distribution of tasks and jobs and the consideration of applying the concepts of organizational justice in any institution or organization to achieve the desired job performance.

## **2- Job satisfaction :**

Job satisfaction is: "the result of a set of work-related factors, which is mainly measured by the individual's acceptance of this job with satisfaction and self-satisfaction and the efficiency of production due to emotional feeling which allows the individual to do his job without boredom or distress" (Al- Hasnaoui , **2021**).

Job satisfaction is related to organizational justice. If organizational justice is achieved, job satisfaction is achieved, which

the worker expresses through his dedication to work, his feeling of satisfaction and belonging to the institution, his professional conscience and his psychological comfort in the exercise of his his work within the company or institution.

### **3- Performance at work :**

Work performance is: "the implementation by the worker of his duties and responsibilities assigned to him by the organization or entity to which his work is related, and it means the results obtained by the employee in the 'organization' (Ben Laib , 2020, p. 333).

Thus, work performance is the work that the worker has to perform within the institution or organization.

### **7.Study methodology :**

Methodological procedures include the method used, the definition of the field of study, the type of sample, the selection method and the data collection tools such as observation, interview and questionnaire.

#### **-Method used :**

The descriptive approach was applied because it is suitable for this type of study and depends on analysis and interpretation. As the descriptive approach is based on: "the study, analysis and interpretation of the phenomenon by defining its characteristics and dimensions and by describing the relationships between them, with the

aim of arriving at an integrated scientific description" (Hamed, **2003**, p. 31) .

**-Field of study :**

The study was conducted at the Faculty of Social and Human Sciences of Abbes Laghrour Khenchela University. Where the faculty was established as an institute in 2004 to transform into a faculty in accordance with the provisions of Executive Decree No. 246/12 of June 04, 2012 establishing the University of Khenchela, supplemented by Resolution No. 356 of the May 18, 2013 establishing the constituent departments of the Faculty of Social and Human Sciences, namely the Department of Human Sciences and the Department of Social Sciences (General Secretariat of the Faculty, **2019**). **Study sample :**

The study sample is a purposive sample whose members are intentionally selected by the researcher due to the availability of certain characteristics but not other samples. The sample included staff working at the faculty and, due to the small size of the research community, we conducted a full survey or inventory process for all faculty staff except professors, which included 31 staff members working at the faculty (General Secretariat of the Faculty, **2019**).

We distributed 31 forms.

**-Sample ID :**



The study sample is composed of 31 individuals, including 22 women and 9 men, of which 25 are between 30 and 40 years old, and 6 are between 40 and 50 years old, and it is noticed that most of them are still young. .

There are 22 at the university level and 9 at the secondary level. It should be noted that most of them have academic qualifications related to the position they occupy.

Most of them are married, since we find 20 married, 10 single and 1 divorced. It is evident that most of them are able to assume their responsibilities towards their family, themselves or their work, as indicated by the awareness of the members of the sample.

#### **-Data collection tools :**

Several tools were used to collect data and information on the phenomenon, including:

##### **1- Note :**

It has been applied since the beginning of the study, which started from September 1, 2019 to the end of October.

The researcher is also a permanent professor in the same faculty involved in the study, which facilitated the task of applying data collection techniques, in particular observation technology.

Relations in the field of work between employees among themselves, and between officials or supervisors and the team working with him, and the relationship of the manager with employees were monitored.



This increased the researcher's curiosity in order to reveal the type of relationship that exists in the field of work, which led to several questions about the existence or not of organizational justice in college? Did it lead to workers' job satisfaction or not? The researcher's observations also contributed to formulating the research problem and formulating questions and hypotheses.

## **2- The interview :**

Several interviews, including open-ended and structured interviews, were set up to collect as much data and information about faculty, workers and employees as possible. The interviews took place between October 1, 2019 and October 7, 2019. The interview included the general secretary of the faculty, a free interview and a standardized interview with the general secretary of the faculty, in addition to a standardized interview with those responsible for the personal service of the faculty.

## **3- The form :**

The research form is considered one of the most important means of data collection, due to its importance and role in answering research questions and study hypotheses. The form: "It is a guide that includes a set of questions that are confronted face to face between the researcher and the respondent" ( Delio et al, **1999**, p. 192).

The search form includes 32 questions, including 30 closed questions and 2 open questions. The form also has four axes, including personal data or preliminary data on the respondent, such as gender, age, level of education and marital status, information that was used to introduce the sample.

The start of the distribution of the search form began on October 15, 2019 and continued until the end of the month.

The second axis concerns organizational justice and work performance, the third axis concerns organizational justice and the treatment of civil servants and the fourth concerns organizational justice and relations with work groups.

### **8.Presentation, analysis and discussion of the results\_:**

The research form is composed of four axes, the first axis included personal data, which was used to define the sample, the second axis included organizational justice and work performance, the third axis was related to justice justice and the treatment of civil servants, and the fourth axis was related to organizational justice and relations with working groups.

#### **-The second axis - the results of the issues of equal performance at work can be analyzed as follows\_:**

1- In our question to sample members whether the manager at work monitors their fair performance of their duties, 74.19% of sample

members agreed that the manager at work evaluates their performance fairly.

2- As to whether the manager gives them the opportunity to discuss their work, 54.84% agree with: No, against 45.16% with yes.

3- 83.87% of sample members agreed that the manager always monitors their in and out times.

4- Regarding the manager who makes unannounced visits to monitor the work, 74.19% agree that the manager does this all the time.

5- We find that 51.61% obtained promotions and 48.39% did not obtain promotions. And the percentage who got promotions think the promotions were up to fair standards.

6- Also, 55.56% confirmed that the tasks and work they do at work are compatible with their abilities, while another significant percentage estimated at: 44.44% declare that the work they do exceeds their capacities and their energies.

What confirmed this statement is the presence of another significant percentage, estimated at: 67.74%, who said that the manager does not ask them to complete the work in the same way and in the same size. Just as he asks others or the rest of his colleagues. This confirms the lack of justice or the absence of organizational justice.

To verify the two previous questions, another question was raised to ascertain the existence of organizational justice, or its

absence, since a significant percentage estimated at: 80.64% of the members of the sample studied declared that the manager never applies instructions as he applies them to others.

In order to verify question no. (11) whether the tasks and works performed by the respondent are compatible with his ability or not, the researcher has previously stated that the respondents stated that the works do not match their ability, and they accounted for 44.44% of the sample size.

This was confirmed by question no (14), where we found that 80.64%, which corresponds to 25 respondents doing extra work, and in our question of this percentage as to whether there was a estimate by manager, we found that 83.87 %, which corresponds to 26 respondents out of 31 respondents, said that they cannot find a manager's estimate. On the other hand, we find 5 respondents, or 16.13%. Only they find an estimate from the official.

At the end of this axis, we tried to evaluate the percentage of equality or justice in professional performance by giving different percentages or by suggesting selection percentages among 25%, 50%, 75% and 100%.

In the end, it can be said that most of the members of the sample studied declared that there is no equality in professional performance in their institution through a variety of questions, the researcher was able to assess equality in professional performance in this academic institution and measuring work performance, which is indicator no.

(1) that reveals to us the role of organizational justice in achieving job satisfaction.

Accordingly, fairness in job or job performance plays a role in job satisfaction and vice versa. Inequality or inequity in job performance leads to job dissatisfaction.

**The third axis - the results of the formal processing questions can be analyzed as follows :**

1- 23 respondents out of 31 respondents, corresponding to a rate of 74.19%, said that the manager does not treat them in the same way as their colleagues, for several reasons. While 6 respondents attributed the reason to the presence of particular circumstances that they refrained from explaining and disclosing, while we find 4 respondents who refrained from giving reasons.

2- What confirmed the veracity of the respondents' statement is question no. (19), where 74.19% of the total respondents confirmed that the manager does not take care of their concerns like the others.

3- An estimated percentage: 51.61% said the manager does not treat them with respect when they make mistakes at work, while 48.39% said the manager treats them with respect when they make mistakes. mistakes at work.

4- To question n° (21) of the members of the sample to know if they were subjected to sanctions at work, we found an estimated

percentage: 83.87% declared to have been subjected to sanctions at work, while we find a low percentage of this estimated percentage at: 16.13%, which indicates that the sanctions were not fair.

5- To ensure the accuracy of the answers to the previous questions, we also tracked 67.74% of the sample members who said that the manager does not treat them fairly in resolving disputes and conflicts that arise between them at the work.

6- The same percentage, which is 67.74%, also expressed that they do not have the possibility to speak and communicate with the official because it is available for others.

7- At the end of the axis, the researcher tried to know the level of satisfaction of the members of the sample with the treatment of the people responsible for the work at the faculty, and we detected 51.61% who are not at all satisfied with the treatment of civil servants in the faculty, and 41.93% are not very satisfied, and 6.46% are very satisfied with the treatment of civil servants.

We can say that the second indicator, which is the salary of civil servants, has not been achieved, and this can be inferred by :

- Question n° (25) 51.61% of respondents are not at all satisfied with the treatment of civil servants at work.

- We can also deduce from question no. (17) that 74.19% of respondents say that the manager does not treat them in the same way as their colleagues.

- To ensure the accuracy of the answers to the previous questions, we also tracked 67.74% of the sample members who said that the manager does not treat them fairly in resolving disputes and conflicts that arise between them at work .

### **The fourth axis-analysis of the results of the questions of relations with the working groups:**

1- 87.10% was observed of the total sample studied declared their satisfaction with their colleagues and their feeling of belonging to them. While a very small percentage, estimated at 12.90%, say they find neither satisfaction with their colleagues nor a feeling of belonging to them.

2- 74.20% of the sample size confirmed having difficulty dealing with some co-workers, while 25.80% find it difficult to deal with any co-workers.

3- A significant percentage estimated at: 77.42% say they find support, help and support from their colleagues in carrying out tasks and work within the establishment, which testifies to the existence of relationships of interdependence and cooperation between employees within the establishment or faculty.

4- What confirms the existence of good relations between employees within the faculty is what 83.87% of the staff in the sample assert that they find support from their colleagues in work when they face

difficulties on a professional or personal level, and this is illustrated by question N° (30).

5- All sample members expressed 100% mutual respect among all faculty employees.

6- At the end of the axis, the researcher asked a general question on the evaluation of the relations between the employees or on the evaluation of the relations between the work groups, whether they are good, average or bad (see the research sheet, question n° 32), and we concluded that 64.51% declared that the relations between the working groups are good, on the other hand, we find another percentage estimated at: 35.49% who have stated that relations between the working groups are moderate.

At the end of the axis, we can say that the third indicator, which is represented in the relations with the working groups, has been achieved at acceptable rates, since the researcher asked several questions to measure this indicator and he It was concluded that the relations between the working groups are good, where interdependence and cooperation prevail, and thus lead to increased job satisfaction.

## **9. Conclusion :**

Organizational justice, in its concept, means achieving equality and integrity in the rights and duties that express the relationship of the individual with the institution, and it is an important value and a



human feeling and a hold of conscience felt by the members of the institution within the framework of the values and principles that characterize justice, in particular the principle of equality, the moral principle and the principle of accuracy, the principle of commitment to people, fairness of the procedures and fairness of the transactions applied in the institution.

Organizational justice is renewed and developed through the equitable application of laws and the improvement of human relations between individuals. On the other hand, he defined job satisfaction, that is, the feelings that the individual expresses with regard to his work, by the importance and awareness of the justice applied in the establishment .

In conclusion, the research findings can be summarized in the following set of suggestions:

- Individuals need a sense of justice, fairness and equal treatment.
- Distribute yields, provide an appropriate working atmosphere and other factors that have a direct and indirect impact on the worker, with the aim of achieving a degree of saturation compatible with the diverse, multiple and even growing needs, depending on what the worker perceives and waits.
- Organizational justice is one of the social systems through which equality is achieved among all members of society in terms of equal employment opportunities.

- The manager or employer is responsible for ensuring social justice through the application of justice and equality in the distribution of tasks and work among employees within the institution without bias or discrimination.
- Supervisors of the establishment are required to ensure the right and appropriate atmosphere for the worker to feel the spirit of belonging to the establishment, and to the work groups, through the application of equality in relations with all members of the establishment.

In conclusion, it can be said that social justice is one of the social systems by which equality is achieved among all members of society in terms of equal employment opportunities, equal distribution of wealth and privileges, equal political rights, equal opportunities in education and health care. , and so on..., and so all members of society, regardless of sex, race, religion or economic level, enjoy a decent life without prejudice.

The university institution is a model of Algerian institutions, and organizational justice in the university institution (the field of study is the Faculty of Social and Human Sciences) has not sufficiently achieved social justice within the institution , to achieve employee job satisfaction.

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Appendices: search form.

