

## The Relationship between Organizational Justice and Job Satisfaction: A Case Study in the Organization of Education Sanandaj City

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### ABSTRACT

*This study was an attempt to explore the relationship between organizational justice, and job satisfaction in the organization of education sanandaj City. A descriptive correlative methodology was used. Statistical population in this study was all Members 180 and 122 Sample is based on a Cochran formula selection. Data collection tool was a 3-part questionnaire. The first part was related to general demographic items and Organizational justice using by questionnaire Niehoff and Moorman (1993) and Job satisfaction using questionnaire by Singh and Sharma (1999). Findings revealed that there was significant and positive relationship of organizational justice with job satisfaction so organizational justice is strong predictor of job satisfaction. This study is a useful addition in research that will help educationist and authorities of educational institutions to increase employee job satisfaction.*

**Keywords:** Organizational justice, job satisfaction, sanandaj

### INTRODUCTION

Today, the organization's productivity and performance without Support and involvement of people do not realize it. So always, the emphasis pays attention to the different needs of employees it is a determinant of efficiency and effectiveness (1). In this new era, is the top priority the need for Responding to the basic needs of employees in any organization, because the goals Depends on the needs and goals of rational they are legitimate (2). The study of organizational justice perceptions has received great attention from the researchers and scholars and it has become frequently researched topics in the field of industrial-organizational psychology, human resource management and organization behavior (3). Over the last 30 years, organizational justice has been researched extensively in social psychology, specifically in organizational contexts by psychologists and management researchers, among others interested in the construct (4, 5, and 6). Employees were more satisfied when they felt they were rewarded fairly for the work they have done by making sure these rewards were for genuine contributions to the organization and consistent with the reward policies. The reward could include a variety of benefits and perquisites other than monetary gains. Employees with higher job satisfaction were important as they believed that the organization would be of tremendous future in the long run and care about the quality of their work; hence they were more committed to the organization, have higher retention rates and tend to have higher productivity.

## LITERATURE REVIEW

### Organizational Justice

For the past three decades, HR managers and researchers have recognized the important relationship between organizational justice and organizational effectiveness. According to *Tanget al.*(1996), there was one factor related to the distributive justice to which the extend how fairly employees were rewarded while there were five identified factors(aspects) of procedural justice, namely fairness, twowaycommunication, trust in supervisor, clarity of expectations and understanding of the performance appraisal process. They found that distributive justice was significantly related to satisfaction with pay, promotion, the performance appraisal, and organizational commitment while procedural justice were related to satisfaction with supervision, self reported performance appraisal rating, performance appraisal, commitment, and job involvement. When employees react to the way they are treated at work, their motivation to respond cannot be understood adequately without taking into account perceived fairness of the outcomes and the procedure used to reach that outcomes (8,9). The organizational justice construct has been partitioned into at least three factors: distributive justice, procedural justice, and interactional justice. Adams (1965) conceptualized fairness by stating that employees determine whether they have called distributive justice, and it presents employees' perceptions about the fairness of managerial decisions relative to the distribution of outcomes such as pay, promotions, etc (8). In contrast, procedural justice focuses on the fairness of the manner in which the decision-making process is conducted (8). In other words, been treated fairly at work by comparing their own payoff ratio of outcomes (such as pay or status) to inputs (such as effort or time) to the ratio of their co-workers. This is the focus shifts from what was decided to how the decision was made (9). As a third concept, interactional justice reflects the quality of interpersonal treatment during the implementation of formal procedures of decisions (10).

### Job satisfaction

Job satisfaction has been widely studied over the last four decades of organizational research. Job satisfaction has been defined and measured both as a global construct and as a concept with

Multiple dimensions or facets . In general, overall job satisfaction has been defined as “a function of the perceived relationship between what one wants from one’s job and what one perceives it as offering” (11). Job satisfaction is critical to retaining and attracting well qualified personnel. Job satisfaction is an attitude that people have about their jobs and the organizations in which they perform these jobs. Methodologically, we can define job satisfaction as an employee’s effective reaction to a job, based on a comparison between actual outcomes and desired outcomes (12). Job satisfaction is generally recognized as a multifaceted construct that includes employee feelings about a variety of both intrinsic and extrinsic job elements. It encompasses specific aspects of satisfaction related to pay, benefits, promotion, work conditions, supervision, organizational practices and relationships with coworkers (13). Furthermore, more satisfied employees have more innovative activities in continuous quality improvement and more participation in decision-making in organizations (14). Job satisfaction is also found to be positively related to customer's satisfaction (15).

### Organizational Justice and Job Satisfaction

Employees’ perceptions regarding organizational environment and its characteristics are very important but only few studies have been conducted on this topic (16). The influence of different dimensions of organizational justice (procedural, distributive, interactional) on job

satisfaction is a widely researched topic and hence explains the importance of organizational justice in an organization (17). A basic element in employee's satisfaction and organizational productivity is organizational justice. A meta-analysis found that distributive justice is a crucial predictor of job satisfaction (18).

## MATERIAL METHODOLOGY

The research has used a correlation- descriptive methodology because the correlations between Job satisfaction and Organizational justice in the organization of education sanandaj City have been measured. A statistical population in this study was all Employee Members 180 and 122. Sample is based on a Cochran formula selection. Data collection tool was a 3-part questionnaire. The first part was related to general demographic items. The second part included different items about Organizational justice and the third part was about relevant items of Job satisfaction. In order to evaluate Organizational justice will be measured using 15 item scale developed by Niehoff and Moorman (1993). Moreover Job satisfaction was measured using job satisfaction scale developed by Singh and Sharma (1999). To see the internal reliability of the questionnaires, Cronbach's alpha coefficient was calculated for both questionnaires. The SPSS software including regression tests was used also for data analysis for testing reliability of questionnaire Cronbach's Alpha with SPSS program. Reliability for Job satisfaction and Organizational justice is (0.85), (0.91).

## RESEARCH HYPOTHESES

The aim of the present study is to investigate the relationship between Organizational justice and job satisfaction in the organization of education Sanandaj City.

For doing so four secondary (subordinate) research hypotheses as well as one major research hypothesis is proposed:

- 1 There is relationship between Procedural justice and job satisfaction in the organization of education sanandaj City.
- 2 There is relationship Distributive justice and job satisfaction in the organization of education sanandaj City.
- 3 There is relationship between Interactional justice and job satisfaction in the organization of education sanandaj City.

## FINDINGS

Information analysis about level of education, age, sex is as follows:

**Education:** 83 % ( 100) have Bachelor degree & 17 % ( 22) have master degree.

**Sex:** 38% (45 person) female and 62% (77 person) were male participants.

**Age:** 5% was under 30 year old (7 person), 35% between 31-40 years old (35 person) and 60% between 41-50 years old (80 person)

### *Descriptive Analysis*

Mean and Std. deviation Organizational justice and Job satisfaction is presented in table 1

**Table1.** Mean and Std. deviation Organizational justice and Job satisfaction

<i>Variable</i>	<i>mean</i>	<i>Standard deviation</i>
Organizational justice	3.9952	.50324
job satisfaction	4.1697	.8726

The obtained results from pearson's correlation, coefficient for different research hypotheses in table2-5

### Hypotheses 1

**Table 2.** Pearson's correlation, coefficient for research hypotheses 1

		<i>job satisfaction</i>
	R	0/792
	Sig	0/00
Organizational justice	N	122
	r2	72

According to table 2 it can be claimed that there is relationship between organizational justice & job satisfaction that with 99% level the accepted.

### Hypotheses 2

**Table3.** Correlation Coefficient between Procedural justice & job satisfaction

		<i>job satisfaction</i>
	R	0/824
	Sig	0/00
Procedural justice	N	122
	r2	63

According to table 3 it can be claimed that 99% there is relationship between Procedural justice & job satisfaction Accept.

### Hypotheses 3

**Table4.** Correlation Coefficient between Distributive justice & job satisfaction

		<i>job satisfaction</i>
	R	0/712
	Sig	0/00
Distributive justice	N	122
	r2	57

According to table 4 it can be claimed that 99% there is relationship between Distributive justice & job satisfaction Accept.

**Hypotheses: 4**

**Table5.** Correlation Coefficient between Distributive justice & job satisfaction

		<i>job satisfaction</i>
Interactional justice	R	0/617
	Sig	0/00
	N	122
	r2	39

According to table 4 it can be claimed that 99% there is relationship between Distributive justice & job satisfaction Accept.

**Regression Analysis**

**Table 6.** Relationship between oganizational justice & job satisfaction

	<i>R</i>	<i>R2</i>	<i>F</i>	<i>Beta</i>	<i>Sig</i>
<i>Organizational justice</i>	0/792	0/724	125/809	0/523	0/000

Dependent Variable: Overall job satisfaction

According to table 6 the relationship between Organizational justice & job satisfaction for

P <0/ 000 would be significance. can be claimed that 99% there is relationship between Organizational justice & job satisfaction Accept

**DISCUSSION AND CONCLUSION**

The research model reveals important a finding regarding consequences of organizational justice like job satisfaction of employees it is found that organizational justice has positive impact on job satisfaction. It means that if employees find their organization just and fair in distribution, processes and interactional system, employees feel more satisfied in terms of their pay, future progress opportunities, work schedule, co-workers, and supervisors. The results of this study support previous studies. Results proved that employees are more satisfied when they perceive their outcomes and rewards to be fair as compared to those employees who considered their rewards and outcomes as unfair. If employees feel discontent regarding their rewards they may decide to leave the organization (11). So in order to increase positive attitudes and behaviors like job satisfaction, efforts must be made in management to improve the organizational justice system.

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