

ORGANIZATIONAL JUSTICE AND ITS ROLE IN ACHIEVING JOB SATISFACTION (AN ANALYTICAL STUDY IN THE DIRECTORATE OF BAQUBA MUNICIPALITY)

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ABSTRACT

The research aims to identify the extent to which the Directorate of Baquba Municipality possess of organizational justice, as well as to diagnose the extent to which the Directorate (The research Sample) perceives job satisfaction among its employees. The importance of research comes from the standing of organizational justice as one of the most significant elements of success of all, because it is the main determinant of the efficiency and effectiveness of performance resulting from the existence of job satisfaction in these organizations. The researcher adopted the descriptive - analytical approach using methods of applied, analytical and fieldwork. The descriptive-analytical approach is considered as a beneficial research method for addressing the variables of the study and discovering the nature of analytical and interpretive relations between variables. A questionnaire was designed as the main used tool in the collection of data and information according to the Likert rating scale; (50) forms were distributed and (50) retrieved, they were all valid for statistical analysis with a retrieval percentage of (100%). The study reached a number of conclusions; the most important of which is that the administration of Baquba Municipality relies heavily on distributive, procedural and interactive justice in achieving job satisfaction among its employees. The research came out with a number of recommendations, the most important of which is the need for the administration to provide the opportunity for its employees to participate in the decision-making process, especially of which makes them more responsive to business requirements.

INTRODUCTION

Not long ago, the human resources in the service organizations today have been facing many challenges and threats, of which those related to the external environment, while others related to the characteristics of the internal environment of those organization, with the occurrence of the growing impact of manifestations on the organizational variables dimensions, and its implications on psychological stability of the workers in this sector, which in turn affected their ability to achieve compatibility between the psychological and the professional side, resulting

crystallization of the occurrence of organizational justice, which is among the latest topics in the field of Organization and Organizational Behavior, which began to take a great deal of the academics and researchers attentions, due to its negative effects on the personal, interactive and functional for human resources, they tried to diagnose the dimensions and search for the causes of its emergence and sources, in which were factors, working conditions and its nature of a large part of which the organizations have the responsibility to address and control the negative aspects, and setting the right solutions, many of those factors may have the first role in the evolution of the phenomenon of organizational justice

or in the mitigation of other factors. In this sense, the researcher's interest in this subject of research, which concerned in two variables with organizational foundations, namely, Organizational Justice and Job Satisfaction in an attempt by the researcher to find the relationship between the two variables and the impact of organizational justice in achieving job satisfaction, especially that the human element is of the most important and valuable organizational resources. There is no doubt that the success of an organization is primarily attributable to its human resources. In light of these data, and due to the limited studies that dealt with the link between organizational justice and job satisfaction, the current research will be divided into four chapters, the first chapter concerns the methodological aspect and the previous cognitive efforts, while the second chapter deals with the theoretical framework of research, the third chapter concerns the practical aspect, and the fourth chapter deals with the main conclusions and recommendations that will be reached by the researcher, and finally a list of resources used in writing this research.

Research problem: The Organizational justice is considered as one of the most modern topics in contemporary organizational ideology and resembles importance to the outstanding organizations, which is the basis for success. With the increasing interest of the competing organizations and the challenges they face, and the need to achieve sustainable competitive advantage through its complex environment and rapid changes, hence the dilemma of research at a theoretical level in terms of intellectual debate on the use of organizational justice to ensure the achievement of job satisfaction. In terms of application, the field problem appears to be the extent to which employees can use organizational justice and the played role in achieving job satisfaction in the organization being studied, in addition to the need of the administrative staff to create

some kind of consistency in the application of organizational justice in order to achieve job satisfaction in the organization. Through that, the problem of research is highlighted by raising the following questions:

- What is the level of employees' awareness of organizational justice in the municipality of Baquba?
- What is the level of job satisfaction among employees in the municipality of Baquba?
- Does organizational justice play a role in achieving job satisfaction?

Research importance: The importance of this research comes generally from the importance of the human element in the organizations, and particularly from the specificity of the work in the municipality of Baquba, which is based on providing services to the local citizens. Organizational justice becomes one of the most significant elements of success at all because it is the main determinant of performance efficiency and effectiveness of job satisfaction for these organizations.

Research goal: The current study is a theoretical and diagnostic attempt to study and analyze the relationship between the variables of research 'organizational justice' and its impact on the superiority of organizations. Therefore, the research aims to achieve the following goals:

- To identify the extent to which the municipality of Baquba Directorate possess of organizational justice.
- To dingoes the extent to which employees in the Directorate are aware of organizational justice.
- To identify the extent to which the Directorate owns 'research sample' job satisfaction among its employees.
- To highlight the importance of organizational justice and its role in achieving job satisfaction.

Research Hypothetical plan:



Source: researcher's work

Figure 1 Research hypothetical plan

Research hypothesis:

First main hypothesis:

- There is a statistically significant correlation between organizational justice and job satisfaction, and the main hypothesis is subdivided into the following hypotheses:
- There is a correlation with statistical significance between Distributive justice and job satisfaction
- There is a correlation with statistical significance between procedural justice and job satisfaction
- There is a correlation with statistical significance between interactive justice and job satisfaction.

First main hypothesis:

- There is a statistically significant impact between organizational justice and job satisfaction, and the main hypothesis is subdivided into the following hypotheses:
- There is a significant impact with statistical significance for Distributive justice and job satisfaction.
- There is a significant impact with statistical significance for procedural justice and job satisfaction.
- There is a significant impact with statistical significance for interactive justice and job satisfaction.

Research methodology:

The descriptive-analytical approach was adopted through the use of the applied, analytical and field methods. The descriptive-analytical method is a useful research method for dealing with the study variables and discovering the nature of analytical and explanatory relations with those variables.

Research limits: Human limits: The human factor was limited to the workers at the Directorate of the Municipality of Baquba from various administrative and technical levels and various specialties.

Spatial limits: The research was limited to the Directorate of Baquba.

Time limits: The period of preparation for the research was between (1/7/2019 - 15/7/2019).

Statistical methods used in data collection:

The researcher relied on a variety of methods as follows:

- Library Resources: Some important library resources were collected to cover the theoretical side of the study from some libraries.

- World Information Network: The researcher conducted a modest survey of sources and information to significantly cover both theoretical and practical aspects of the study.
- Questionnaire: The questionnaire is an essential tool in the collection of data and information. The questionnaire was designed according to the five-point Likert rating scale. The Likert rating scale was designed as shown in Table (1)

Table 1 Five point likert rating scale

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

THE THEORETICAL SIDE

Behaviors of Effective Teamwork:

First: Organizational justice

Organizational justice means to give everyone the right, in other words, it means justice in the manner that managers use in dealing with their employees at the job position or humanly level. This is also the value obtained through the employees' awareness of the integrity and status of the actions taken by the organization [1].

The importance of organizational justice

Organizational justice is considered to be a very complex area. It includes many unclear terms. When we remove this confusion and lack of clarity, organizational justice refers to the moral treatment and fairness of individuals within the organization, because organizational justice is an important and effective field of administration, and can be seen as an influential and important variable in the management processes and in all its functions, and can be seen as one of the organizational variables that affect the efficiency of the employees performance in the organization, because organizational justice is a variable which has a significant organizational effect for the employees in the organization. Therefore, the importance of justice is illustrated by the following [2]:

- Organizational justice illustrates the reality of the distribution system of salaries and wages in organizations, which is an important dimension in this regard.
- 2. Organizational justice enables the decision-making process in which has an impact on job satisfaction.

Dimensions of organizational justice

Organizational justice is an effective management tool for organizations that wish to shift from a concept of focus on production to a concept of focus on knowledge, which largely provides them with the ability to generate ideas and innovation, and raises the level of individual performance given the opportunity to generate ideas and build bridges of trust between the administration and the workers on the one hand and the workers on the other, and most organizations

deliberately to achieve justice so as not to fall under the legal accountability [3]. Organizational justice has generally been classified into two broad fields (structural justice and social justice), where, in general, structural justice refers to structural elements of organization, in which gives employees the possibility to participate in decision-making, and work to produce a fair distribution of outputs, while we see the term social justice refers to the awareness of employees that the organization involved in the information accurately and frankly and that it cares about their well-being [4], there have been varied point of views of specialists and researchers on the dimensions of organizational justice, which were presented by former researchers and gradually into stages of the studies and research development that specialized in the subject of organizational justice, and some researchers went towards adoption of two dimensions of organizational justice (Distributinal and procedural), while others adopted three dimensions of organizational justice, which were (distributive, procedural and interactive), and most researchers took this trend to become the trend in most research and studies [5]. The researcher believes that the three dimensions are better to look together because of the impact in the awareness of employees of justice in the organization, which prompted the researcher to adopt these three dimensions, namely:

Distributinal justice

Distributinal justice can be defined as the justice of the returns or outputs of the working individual, which consist of incentives, wages, opportunities for promotion and job duties, which are justice that is realized from the outputs or distributions received by individuals.

Procedural justice

Procedural justice can be defined as the individual's sense of the fairness of the procedures and decisions in the work taken by the administration. Organizational justice is achieved by its procedural dimension through the involvement of decision-makers in order to reduce the level of dissatisfaction and pressures exerted on workers and to

increase creativity and innovation among individuals. And management [1].

Interactive justice

Interactive justice is the third dimension of the organizational dimensions of justice. This dimension focuses on the quality of personal treatment that employees and individuals receive during the proceedings and the application of decisions on them in the organization [5].

Second: Job Satisfaction

The concept of job satisfaction

Job satisfaction as a concept indicates the feelings of individuals towards their work, as it describes their reaction and their impressions regarding their work. In general, job satisfaction describes the range of feelings, whether positive or negative, for employees towards their jobs, whether physical or moral, compared to what they expect from these jobs, Leaving an impact on their performance [6].

The importance of job satisfaction

Human relations in the workplace have attracted the attention of researchers at the beginning of the twentieth century. Human relations affect the job satisfaction of employees directly and in different organizations. Job satisfaction is a natural response resulting from effective and positive human relations. Satisfaction with the achievement of the objectives of the organization and the acceleration of development and development policies at the administrative, organizational and social levels.

The human element is the cornerstone on which the various organizations are based. It is the one in which sets the goals of the organization and strives to reach them. Therefore, deviating from the plans that have been developed will negatively affect the organization in a way that impedes its advancement and disrupts its progress [7].

Third: the role of organizational justice in achieving job satisfaction

That organizational justice is a general phenomenon in societies regardless of its economic system, whether capitalist or socialist. organizational justice positively affects the organization's activity, which in turn affects the attitudes of the workers [8].

Researches and studies in organizational behavior have confirmed that there are many factors that affect the employee's degree of work, and that these factors are related to the work environment, the organization's policies and style, and many factors.

An organization that has organizational justice between its managerial and organizational levels and is capable of creating a balance between the capabilities of its staff, all of which increase the employee's job satisfaction. These capabilities include [9]:

- Motivating change: Motivating change or initiating change is the capability of organizations that have organizational justice.
- Optimism: The ability of the management of an organization to see the positive aspects of any challenge facing the staff of the organization, and then works to transfer this ability to subordinates.

THE PRACTICAL ASPECT:

First: Analysis of demographic:

Table 2 Characteristics of the research community

Percentage	Number	Category	Variables	NO.
%60	30	male	Gender	1
%40	20	Female		
%100	50		Total	
26.0%	13	30 years and less	Age groups	2
46.0%	23	40-31years		
16.0%	8	50-41years		
12.0%	6	60-51years		
%100	50		Total	
-	-	Secondary and high		3
10.0%	5	diploma		

74.0%	37	BA	Academic Achievement	
4.0%	2	Higher Diploma		
12.0%	6	M.A.		
-	-	Ph.D.		
%100	50		Total	
48.0%	24	Senior Engineer	Job Position	4
8.0%	4	Chief Engineer		
2.0%	1	Expert		
6.0%	3	Head of Senior Engineers		
36.0%	18	Observer		
%100	50		Total	
%10.0	5	5-1years	Years of Experience	5
%26.0	13	10-6years		
%30.0	15	15-11years		
%34.0	17	16years and more		
%100	50		Total	

The characteristics of the research community (Municipality of Baquba Directorate):

It is clear from Table (2) above:

1. The percentage of males (60%) with a frequency of (30) of the total research community, while the percentage of females was (40%) with a frequency of (20) of the total research community, as this indicates the high percentage of males in the Directorate compared to females, and the reason is in the nature of the work of the Directorate.
2. The age group, which ranged between 31-40 years, was the highest (46%) of the research community, with a frequency of (23), followed by the age group of (less than 30 years) with a frequency of (13) and a percentage of 26%, the age group (41-50 years) was 16% and 8 recurrences. The age group (51-60 years) reached the lowest rate of (12%) and frequency of just (6). The results indicate that the research community has expertise and knowledge in their area of specialization, as well as the acquisition of these expertise due to the long period of time and the career context in the area of expertise from the functional side, which reflected their managerial and technical maturity and their

ability to make decisions, but the percentages indicate the importance of hiring new people.

3. The highest Academic achievement rate was 74% for bachelor degrees with a frequency of 37%. The master's degree category was ranked second with 12% and frequency of 6, while the higher diploma obtained the lowest ratio (4%) and frequency of just (5). The results also show that there is no secondary certificate nor a Ph.D. certificate in the research sample. The researcher notes that the Directorate has the advantage of obtaining university degrees, which is reflected in their understanding of the researcher work and offer assistance and respond promptly in providing information, as well as their interest in their work and organizational maturity in the field of management in light of the variables of research and its dimensions.
4. The above table shows that 48% of the research sample was of the of (Senior Engineer) and the degree of (Chief Engineer) received 8% of the sample studied. As for the degree (expert), it obtained the lowest percentage of the total sample of the research, (6% of the total sample). As for the

degree of (observer), it obtained 36.0% of the sample studied.

- The age of employment, in which the highest was the (16 years and over) with the highest percentage (34%) and frequency of (17), while the service category (11-15) received 30% and 15 of frequency. Service category (1-5) has a ratio of (26%) and a frequency of (13). Finally, the service category (1-5) has the lowest ratios (10%) and a frequency of just (5). This indicates that the sample of young people is more inclined and looking forward to learning and gaining knowledge, experience, and skills.

Second: Presenting and analyzing respondents' responses to the strategic planning variable.

Table (3) shows the results according to the sample views on (organizational justice). Table (2) shows the arithmetic mean, standard deviation, and the general difference coefficient of (organizational justice). The table reflects a total calculation of (3.29), it is above the central premise of (3), which is a good value, and with a good harmony in responses confirmed by the value of the standard deviation and the coefficient of difference in it, respectively, with a value of (1.02), (0.31). These results confirm the degree of success of the research sample on the organizational justice in the Directorate, and the total of these results means that the severity of the sample answers in this axis is bound to agree.

Table (3) shows the statistical description of the dimension of organizational justice

Sort by importance	Variation Coefficient	Standard Deviation	Mean	Likert Scale					Paragraphs	
				5	4	3	2	1		
				Strongly agree	agree	Neutral	disagree	Strongly disagree		
First: Distributional Justice										
2	0.28	1.05	3.70	11	21	13	2	3	No	1. Working hours fit with my own circumstances.
				22.0	42.0	26.0	4.0	6.0	%	
1	0.25	0.92	3.62	8	21	16	4	1	No	2. The salary I receive is commensurate with my job duties.
				16.0	42.0	32.0	8.0	2.0	%	
5	0.33	0.96	2.94	4	7	23	14	2	No	3. I am usually rewarded for my outstanding work.
				8.0	14.0	46.0	28.0	4.0	%	
3	0.29	1.06	3.66	10	23	9	6	2	No	4. The manager discusses decisions regarding work in an unbiased manner.
				20.0	46.0	18.0	12.0	4.0	%	
4	0.30	1.05	3.46	7	20	15	5	3	No	5. My participation in managerial decision-making at senior management level is weak
				14.0	40.0	30.0	10.0	6.0	%	
4	0.30	1.07	3.52	8	22	10	8	2	No	6. All managerial decisions taken are being applied to all employees.
				16.0	44.0	20.0	16.0	4.0	%	
	0.29	1.02	3.48	The overall average of Distributional justice dimension						

Second: Procedural justice										
4	0.34	1.18	3.50	12	14	14	7	3	No	7. I'm earnestly and continuously committed to applying all instructions.
				24.0	28.0	28.0	14.0	6.0	%	
3	0.32	1.05	3.28	8	12	16	14	-	No	8. The actions of my direct supervisor are neutral and unbiased.
				16.0	24.0	32.0	28.0	-	%	
2	0.27	0.95	3.56	8	20	14	8	-	No	9. The actions of my manager were adopted in accordance with accurate information
				16.0	40.0	28.0	16.0	-	%	
3	0.32	1.06	3.36	7	16	18	6	3	No	10. The management policy used by my manager is fair in determining the results of my effort
				14.0	32.0	36.0	12.0	6.0	%	
1	0.21	0.81	3.86	10	26	11	3	-	No	11. The system of promotions and rewards are characterized by fairness.
				20.0	52.0	22.0	6.0	-	%	
	0.29	1.01	3.51	The general average of procedural justice dimension						
Third: Interactive Justice										
1	0.23	0.85	3.66	6	26	14	3	1	No	12. The Board's management takes the personal demands of individuals seriously.
				12.0	52.0	28.0	6.0	2.0	%	
3	0.28	0.93	3.36	5	17	20	7	1	No	13. There is mutual trust between individuals and municipal administration.
				10.0	34.0	40.0	14.0	2.0	%	
4	0.30	1.01	3.40	7	16	19	6	2	No	14. The manager deals with me straightforwardly regarding my job responsibilities when making decisions.
				14.0	32.0	38.0	12.0	4.0	%	
2	0.27	0.89	3.34	6	13	23	8	-	No	15. The Municipal Administration accepts complaints by all its members.
				12.0	26.0	46.0	16.0	-	%	
5	0.42	1.20	2.84	5	9	17	11	8	No	16. The municipal administration adopts the democratic approach by dealing with its employees.
				10.0	18.0	34.0	22.0	16.0	%	
4	0.30	0.93	3.10	4	11	22	12	1	No	17. My academic qualifications do not commensurate with the nature of my work environment.
				8.0	22.0	44.0	24.0	2.0	%	
	0.29	0.97	3.28	The general average of interactive justice dimension						
	0.31	1.02	3.42	The general average of organizational justice variable						

Analysis of distributional justice results

Table (3) shows the results according to the sample views on (Distributional justice). Table (3) indicates arithmetic mean, standard deviation, coefficient of variation, and the general relative importance of (Distributional justice). The table reflects a total mathematical mean (average) of (3.48), which is above the satisfactory mean of (3), which makes it a good value, the harmony in the answers are confirmed by the values of the standard deviation and the coefficient of difference, respectively of (1.02), (0.29) on **Distributional justice** in the municipality, and the total of these results means that the severity of the sample answers in this axis heading towards agreement.

Analysis of procedural justice results

Table (3) shows the results according to the sample views on (procedural justice). Table (3) indicates to arithmetic mean, standard deviation, coefficient of variation, and the general relative importance of (procedural justice). The table reflects a total mathematical mean (average) of (3.51), which is above the satisfactory mean of (3), which is a good value, the harmony in the answers are confirmed by the values of the standard deviation and the coefficient of difference, respectively of (1.01), (0.29) on procedural justice in the municipality, these results confirm the degree of success of the research sample on procedural justice in the municipality, and the total of these results means that the severity of the sample answers in this axis is headed towards agreement.

Analysis of interactive justice results

Table (3) shows the results according to the sample views on (interactive justice). Table (3) indicates to arithmetic mean, standard deviation, coefficient of variation, and the general relative importance of (interactive justice). The table reflects a total mathematical mean (average) of (3.28), which is above the satisfactory mean of (3), which is a good value, and in good harmony with the answers, in which is confirmed by the value of the standard deviation and the coefficient of difference, respectively of (0.97), (0.29) on Interactive justice in the municipality. The total of these results means that the severity of the sample answers on this axis heading towards agreement.

On the sub-level, we note that:

Paragraph (11), which states that (The system of promotions and rewards are characterized by fairness) reached the highest level of the mean of (3.86), which is higher than the satisfactory mean¹ of (3) with a standard deviation of (0.81). This indicates that the company's message is derived and placed on the basis of the company's activities, and it also means that there is a considerable agreement by the respondents.

Paragraph (16), which states that (The municipal administration adopts the democratic approach by dealing with its employees) reached the lowest level of the mean of (2.70), which is less than the satisfactory mean of (3), with a standard deviation of (1.22), indicating that there is agreement on the content of this paragraph of 28% of the research sample, and 72% of the research sample were between opponents and neutral, meaning that the goals of the municipality are realistic and not difficult to achieve, but that the municipality sets its goals and makes efforts to achieve these goals.

Presenting and analyzing of respondents' responses on job satisfaction

Table (4) shows the results according to the views of the sample on (job satisfaction). Table (4) indicates to arithmetic mean, standard deviation and the general difference coefficient for (job satisfaction). The table reflects a total mathematical mean (average) of (3.42), which is above the satisfactory mean of (3), which is a good value, and in good harmony with the answers, in which is confirmed by the value of the standard deviation and the coefficient of difference, respectively of (0.97), (0.29). These results confirm the degree of success of the research sample on job satisfaction in the Directorate, and the total of these results means that the severity of the sample answers in this axis is destined to agreement.

Table 4 The results according to the views

Sort by importance	Variation Coefficient	Standard Deviation	Mean	Likert Scale					Paragraphs	
				5	4	3	2	1		
				Strongly agree	agree	Neutral	disagree	Strongly disagree		
7	0.31	0.96	3.12	2	17	19	9	3	No.	1. I am in complete harmony with my colleagues at work.
				4.0	34.0	38.0	18.0	6.0	%	
3	0.25	0.79	3.22	-	20	23	5	2	No.	2. Working conditions and facilities provided to me and my colleagues are appropriate.
				-	40.0	46.0	10.0	4.0	%	

6	0.30	0.96	3.24	1	23	17	5	4	No.	3. Management is fair in dealing with all of its employees.					
				2.0	46.0	34.0	10.0	8.0	%						
5	0.29	0.96	3.34	2	25	14	6	3	No.	4. The administration cares for me and my colleagues and helps us solve our problems.					
				4.0	50.0	28.0	12.0	6.0	%						
4	0.26	0.93	3.60	5	28	11	4	2	No.	5. The objectives of the administration are in harmony with my own goals and my colleagues.					
				10.0	56.0	22.0	8.0	4.0	%						
3	0.25	0.88	3.58	4	28	13	3	2	No.	6. The administrative board provides me with performance evaluation criteria on an ongoing basis.					
				8.0	56.0	26.0	6.0	4.0	%						
7	0.31	1.07	3.40	4	25	13	3	5	No.	7. The salary I receive for my work suits me.					
				8.0	50.0	26.0	6.0	10.0	%						
8	0.33	1.09	3.28	4	21	15	5	5	No.	8. I am satisfied and comfortable with my work.					
				8.0	42.0	30.0	10.0	10.0	%						
2	0.24	0.90	3.72	8	26	11	4	1	No.	9. I am willing to exert greater effort if I am asked to.					
				16.0	52.0	22.0	8.0	2.0	%						
1	0.23	0.86	3.70	8	23	16	2	1	No.	10. The administration takes into account the general and personal conditions of the employees.					
				16.0	46.0	32.0	4.0	2.0	%						
0.28				0.94				3.42				General average			

On the sub-level, we note that:

- Paragraph (9) which states: (I am willing to exert greater effort if I am asked to), reached the higher mean of (3.72), in which is higher than the satisfactory mean of (3), with a standard deviation of (0.86), and a coefficient of variation of (0.23). This indicates a high percentage of agreement on the content of this paragraph, where the agreement reached 68%, 22% were neutral, while the percentage of disagreement was 10%. Consequently, there is a high commitment to the implementation of the tasks during the collective work.
- Paragraph (1), which states (I am in complete harmony with my colleagues at work), reached the lowest mean of (3.12), which is higher than the satisfactory mean of (3), with a standard deviation of (0.96) and a coefficient of difference of (0.31). This indicated to a small percentage of agreement on the content of this paragraph, where the percentage of agreement is of 38%, 38% were neutral, while the percentage of disagreement was 24%. Consequently, there is an opinion that the policy of the municipality is unclear to most of the sample.

Testing Hypotheses

The first main hypothesis: There is a statistically significant correlation between organizational justice and job satisfaction. In order to make a decision on the first main hypothesis, which consists of three sub-hypotheses for distributive justice, procedural justice, and interactive justice, the Spearman correlation coefficient for rank correlation between each of the organizational justice axes and the job satisfaction axis will be calculated through the (SPSS 4). The interpretation of the results as follows in table (5) below;

Interactive justice	Procedural justice	Distributive justice	Organizational Justice Axes Job Satisfaction
0.439	0.522	0.318	Spearman correlation coefficient
0.001	0.000	0.025	Sig

1. We note that the correlation coefficient of Spearman between distributive justice variable and job satisfaction variable is of (0.318), which is a direct positive value with at a significant level of (0.05). Thus, the first sub-hypothesis is accepted, which states: ‘There is a significant correlation between distributive justice and job satisfaction’.
2. The value of the Spearman correlation coefficient between the procedural justice variable and the job satisfaction variable is of (0.522), which is a direct positive value that is statistically significant at a significant level of (0.05). Thus, the second sub-hypothesis is accepted, which states: ‘There is a significant correlation between procedural justice and job satisfaction.’
3. The value of the Spearman correlation coefficient between interactive justice and job satisfaction is of (0.439), which is a direct positive value that is statistically significant at a significant level of (0.05). Thus, the third sub-hypothesis is accepted, which states: ‘There is a significant correlation between interactive justice and job satisfaction.’

As a result of accepting all of the three sub-hypotheses, the first general hypothesis is accepted, in which states; ‘There is a statistically significant correlation between organizational justice and job satisfaction’.

The second main hypothesis: There is a significant effect between organizational justice and job satisfaction

In order to make a decision on the second main hypothesis, which consists of three sub-hypotheses for distributional justice, procedural justice, and interactive justice, the significant effect will be calculated using the multiple regression model where the variables (distributional justice, procedural justice, and interactive justice) in which are independent variables while job satisfaction is a dependent variable, using the (SPSS) program as in Table (6) below;

Table (6) Results of coefficients values used to measure the effectiveness of the axis of organizational justice on job satisfaction

Summary	Coefficients				Variables	
Adjusted R square	Beta	Tcal	Ttab	P_ Value	X	Y
0.083	0.318	2.325	2.021	0.024	distributonal justice	job satisfaction
0.173	0.436	3.354	2.021	0.002	procedural justice	
0.138	0.394	2.970	2.021	0.005	interactive justice	

1. Table (6) shows that there is a statistically significant effect at (0.05) for the distributive justice variable in job satisfaction because the value of (t) is equal to (2.325), which is greater than its counterpart in the table of (2.021), while the independent variable interpreted the risk addressing of (8%) of the total deviations in the job satisfaction values, which was reflected by the value of the coefficient of determination, where the value of the regression parameter will have a significant level.

Thus, the first sub-hypothesis is accepted, which states: ‘There is a significant effect of the distributonal justice in job satisfaction’.

2. Table (6) shows that there is a statistically significant effect at (0.05) for the procedural justice variable in job satisfaction. The value of (t) calculated and equal to (3.354) which is greater than its counterpart in the table (t = 2.021), which means that the impact is statistically

significant, while the independent variable interpreted the risk addressing of (14%) of the total deviations in the job satisfaction values, which was reflected by the value of the coefficient of determination, where the value of the regression parameter will have a significant level.

Thus, the second sub-hypothesis is accepted, which states: ‘There is a significant effect of procedural justice in job satisfaction’.

3. Table (6) shows that there is a statistically significant effect at (0.05) for the interactive justice variable in job satisfaction. The value of (t) calculated and equal to (2.970) is greater than the tabular value (t = 2.021), which means that the impact is statistically significant, while the independent variable interpreted the risk addressing of (14%) of the total deviations in the job satisfaction values, which was reflected by the value of

the coefficient of determination, where the value of the regression parameter will have a significant level.

Thus, the third sub-hypothesis is accepted, which states: 'There is a significant effect of interactive justice in job satisfaction'.

As a result of accepting all of the three sub-hypotheses, the second general hypothesis is accepted, in which states: 'There is a statistically significant effect between organizational justice and job satisfaction'.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions:

1. The research and study concluded that there is a significant correlation between distributional justice, procedural justice and interactive justice on job satisfaction.
2. There has been a significant effect between organizational justice and job satisfaction, where distributional justice, procedural justice, and interactive justice have an impact on job satisfaction.
3. The Municipality of Baquba depends heavily on distributional justice, procedural justice and interactive justice in achieving job satisfaction among its employees.
4. The system of promotions and rewards granted to employees and handled by the Municipality of Baquba are fair and equitable.
5. The staff working in the municipality of Baquba are fully prepared to exert greater effort at work if they were asked to.

Recommendations:

1. The researcher recommends the administration of the Directorate of Baquba to adopt more concepts that reflect the dimensions of organizational justice.
2. The necessity for the administration to provide the opportunity for its employees to participate in the decision-making process, especially those of which make them more responsive to the requirements of work.
3. The necessity for the administration to create an atmosphere of care and warmth between employees to achieve greater job satisfaction among its employees.
4. The administration should activate the democratic approach in dealing with its employees, especially when making decisions that affect employees directly.

5. The researcher recommends that the administration of Baquba Directorate should grant financial rewards to the hardworking and inventive employees to enhance employee satisfaction and motivate them to make more efforts.

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