The Relationship between Organizational Justice and Job Satisfaction: A Study of Mazar-e-Sharif Municipality in Afghanistan

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Abstract: *Organizational justice is an essential basis for the effectiveness of the organizational process, employee job satisfaction, and potentially explains many variables related to the outcome of organizational behavior. Therefore the purpose of this study was to investigate the relationship between organizational justice and job satisfaction as presented in one main hypothesis and three sub-hypotheses. In the subsidiary hypotheses, each of the variables that constitute organizational justice (distributive justice, procedural justice, and Interactional justice) as independent variable and job satisfaction as the dependent variable were examined. A descriptive-correlation method and questionnaire are used for data collection and interpretation. The statistical population of this study is 140 employees of Mazar-e-Sharif municipality in Afghanistan. Content validity was used to assess the validity of the questionnaires. Cronbach's alpha for organizational justice and job satisfaction were 0.806 and 0.799, respectively. Inferential statistics including Pearson correlation coefficient and SPSS software were used for data analysis. The results showed that there is a significant relationship between the two variables of organizational justice and job satisfaction.*

Keywords: Organizational Justice, Distributive Justice, Procedural Justice, Interactional Justice, Job Satisfaction.

1. Introduction

Every organization seeks to increase its efficiency and effectiveness and one of the most important indicators of one organization's superiority over another is its human resources. Human resources are the most important wealth of organizations because other factors like technology and money are dependent of human resources, so new technical advancement, technology, and other factors still have not been able to replace human resources yet. Humans are the key factor in the organization. Every organization needs effective managers and employees to achieve their target. Overall the efficiency and the effectiveness of any organization is dependent on the success and productivity of their employees. One of the most important factors which safe the well-being of an employee spirit is to perceive fairness and justice in theworkplace. Without creating a basis for understanding justice in organizations, it is certainly difficult for managers to be motivated and subsequently lead the organization. When an employee perceived injustice in the organization he/she will have a low sense of loyalty and belonging to an organization not only tend to leave the organization does not move toward organizational goals but can also create a culture of apathy towards the problems of the organization among his colleagues.On the contrary, fair and equitable treatment of employees leads to nurturing talents, job satisfaction, promoting organizational culture among employees.

Employee performance and productivity always have been and will be the focus of managers. Certainly, the productivity of satisfied employees is higher and higher than dissatisfied employees. Organizational justice has a causal relationship with employee job satisfaction. Organizations not only because of their survival but because of quality should consider it. Since human is the backbone of an organization, job satisfaction should be considered as one of the highest goals of any organization. A manager's fair interaction with subordinates is the most important factor to increase job satisfaction. Justice is the most valuable criterion of social life and the starting point of any proper human movement. By the effect of justice, everything is their right place and every person does their task accurately. One of the positive consequences of justice is job satisfaction. Therefore, one of the priorities that a manager should pay particular attention to his / her management is to maintain fairness in the organization. Organizational justice clarifies how to treat employees to feel they are treated fairly. Researches show that how an organization deal with employees can affect employees' beliefs, feelings, attitudes, and behavior. Job satisfaction expresses a positive feeling about the job. A person who has high job satisfaction has a positive feeling about theirjob.

2. Theoretical basis of the Research

2.1 Organizational Justice

Organizational justice describes how individuals or groups perceive fairness in the workplace and their behavioral responses to such perceptions. According to Greenberg's organizational justice refers to the fairness of the organizational rewards system and the actions of those who are responsible for implementing the rewards allocation system.Organizational justice can also be defined as the study of equality at work (Byrne & Cropanzo, 2001).

Organizational justice has a set of psychological and behavioral consequences; when people feel they have been treated unfairly, their work performance is reduced and they are less willing to help their colleagues. Perceptions of injustice in organizations increase the frequency of sterile behaviors among members of the organization and increase behaviors such as fatigue, absenteeism, increased resistance to change, deviation, etc. there are three types of organizational justice: distributive, procedural and

interactional justice (Greenberg, 2004).

2.2 Distributive justice

Distributive justice implies observing the distribution of rewards based on individual effort.According to Adams, we can achieve equality when employees feel that the ratios of their inputs (efforts) to their outputs (rewards) are equal with their colleagues. (Ivancevich& Matteson, 1996)

2.3 Procedural justice

Procedural justice deals with employee perceptions about the fairness of the rules, regulations and procedures that adjust a process (robins, 2001). Procedural justice is the perceived justice of the process used to determine the distribution of rewards. By enhancing the perception of procedural justice, employees look positively at their superiors and organizations even if they are dissatisfied with pay, promotions, and other personal consequences. Procedural justice is linked with employees' cognitive, emotional, and behavioral responses to the organization (such as organizational commitment) (Greenberg, 2004).

2.4 Interactional justice

The third type of justice in organizations is called interactive justice. Interactive justice involves the way that organizational justice is transferred from supervisors to subordinates. This type of justice is related to aspects of the communication process (such as politeness, honesty, and respect) between the sender and the receiver of justice. Because interactive justice is determined by management behavior, this type of justice is connected with cognitive, emotional, and behavioral reactions to management or supervisor. Therefore, when an employee interacts with perception of injustice, the employee is likely to react negatively to his or her supervisor rather than the organization so, it means the employee is dissatisfied with his direct supervisor rather than the organization as a whole. Such negative attitudes are mainly toward the supervisor, and a small proportion of these negative attitudes are returned to the organization (Hoseinzadeh, 2006).

3. Literature Review

The researches that have been conducted shows that organizational justice is a variable that predicts many organizational variables, out of which one variables is job satisfaction.

Warner (2005) in his research, pointed out that procedural justice is the best predictor of job satisfaction, although distributive justice is effective, but it has less effect.

Yaghoubi, M., et al. (2009) in her research demonstrated that there is a meaningful and important relationship between Organizational justice and job satisfaction.

Thompson (2010) in his study investigated the relationship between job satisfaction and customer satisfaction. In his research, he studied three dimensions of justice and found that distributive justice is the best predictive of job satisfaction.

Imani and his colleague (2012) in his study entitled "the relationship between organizational justice and job satisfaction" among teachers have found that organizational justice among staff 20 including teachers' plays an important role in increasing job satisfaction and has a positive relationship with job satisfaction.

Manzori and Rajbi (2013) in their study investigated the relationship between organizational justice perception and job satisfaction among Kerman University of Medical Sciences and Health Services staff. The results showed that the components of organizational justice including distributive, procedural and interactional justice had a significant relationship with employees' job satisfaction. Besides, perceptions of organizational justice and job satisfaction among men and women were not significantly different in age, job histories, and education.

Rasty and burjiyan (2014) also investigated the relationship between overall dimensions of organizational justice and job satisfaction among teachers and staff of Khanmirza. The results of the research showed that there is a significant correlation between the dimensions of organizational justice and job satisfaction of education staff.

Many studies have been conducted on the relationship between organizational justice and job satisfaction in private organizations but in public organizations there are very few. In Afghanistan, there is lack of literature on studies related to the area. Some might be conducted but have not published.

Statement of the problem

Job satisfaction is one of the factors that greatly affect each individual's organizational behavior. Job satisfaction reflects the positive and negative feelings we have about our job, and this affects a large number of work-related factors.

Only one factor does not cause job satisfaction, but a certain combination of factors causes a person to feel satisfied at a certain moment in his career and to say that he is pleased with his job and enjoyed it. An individual emphasizes on various factors such as income, the social value of job and working conditions. He /She is satisfied with her job in variousways.

One of the most important motivating factors for the organization's employees is the understanding of justice in that organization, which is the main and key factor of the organization's effectiveness. Therefore, inorder to plan for proper and appropriate actions in order to promote the level of perception of justice in the organization, it is necessary to understand the current state of justice in the organization and how each of its dimensions is influenced by staff attitudes and behaviors.

Organizational justice refers to the employee's sense and perception of the level of fairness and equality in work. In organizational justice, it becomes clear how should have treated with staff in order to feel that they are treated fairly.

Research shows that the manner in which people deal with organizations may affect the beliefs, feelings, attitudes, and behaviors of employees. Job Satisfaction represents a positive feeling about the job, which is due to the evaluation of its various characteristics. A person with high job satisfaction shows a positive feeling about her job (Robbins, 2001).

Since employee satisfaction is important to the organization, certainly, the study of the factors affecting it can be of great importance. Because the efficiency and effectiveness of the employees of an organization are due to their sense of belonging to the organization and their satisfaction with their job in the organization.

Therefore, in this research, the researcher wants to examine the relationship between organizational justice and job satisfaction among employees of the Municipality of Mazar-e-sharifin Afghanistan.

4. Research Objectives

4.1 Main Objective

To study relationship between organizational justice and their dimensions with employee job satisfaction in Mazar-e-Sharif Municipality

4.2 Sub Objectives

1) To study the Relationship between distributive justice with employee jobsatisfaction
2) To study the Relationship between procedural justice with employee jobsatisfaction
3) To study the Relationship between interactional justices with employee jobsatisfaction

4.3 Research Hypothesis

Main Hypotheses
There is a significant relationship between organizational justice and employee job satisfaction in Municipality of Mazar-e-Sharif in Afghanistan.

Sub Hypotheses
1) There is a significant relationship between distributive justice and employee job satisfaction in Mazar-e-Sharif municipality
2) There is a significant relationship between procedural justice and employee job satisfaction in Mazar-e-Sharif municipality
3) There is a significant relationship between interactional justice and employee job satisfaction in Mazar-Sharif municipality.

4.4 Research Significance

This research is important from two perspectives: 1. In terms of ethics as well as community expectations, an organization must adhere to the standards of justice that are acceptable to the community. 2. In order to maintain and raise the level of productivity of the organization, it is necessary for the employees of the organization to have feel of justice and

fairness in the organization, this affects employees' attachment and makes employees use from all their efforts and cooperation in theorganization.

5. Methodology

This research in terms of its purpose is a descriptive-correlative method, and in terms of type, it is a correlation,which identifies the relationship between this two variables. The statistical population of the study is the (250) employees of Mazar-e- Sharif municipality. A simple random sampling method is used. By using the Cochran formula, the sample size is (140) employees of the Mazar- e-Sharif Municipality of Afghanistan and the views of expert teachers were used to determine the validity of the questionnaire by the content validity method. Cronbach's alpha for organizational justice and job satisfaction were 0.806 and 0.799, respectively and SPSS version 22 software were used to analyze questionnaire data.

Inferential statistics analysis
This research has one main hypothesis and three sub-hypotheses. The main focus of this research is to prove the relationship of the independent variable (organizational Justice) with the dependent variable (job satisfaction). Before proving the relationship or non-relationship and confirming or rejecting the hypotheses, the Pearson test is used to show the existence of the relationship between these two variables.

Distributive Justice and Job Satisfaction First sub Hypothesis
Study of relationship between Distributive justice and Job Satisfaction. The Pearson correlation coefficient between these variables is presented in the (4-6) table as below.

Table number (4-6): Pearson Correlations between Distributive justice and Job Satisfaction

		Distributive justice	Job Satisfaction
Distributive Justice	Pearson Correlation	1	.550**
	Sig. (2-tailed)		.000
	N	140	140
Job Satisfaction	Pearson Correlation	.550**	1
	Sig. (2-tailed)	.000	
	N	140	140

$**$. Correlation is significant at the 0.01 level (2-tailed).

According to the results in Table (4-6), the r = 0.550, α= 0.01, sig= 0.000 and n=140. So the research hypothesis was confirmed and the null hypothesis was rejected. It indicates that there is a positive and strong relationship between Distributive justice and Job Satisfaction.

Interactive justice and Job Satisfaction Second sub Hypothesis
Study of relationship between Interactive justice and Job Satisfaction. The Pearson correlation coefficient between these variables is presented in the (4-7) table as below.

Table 4-7: Pearson Correlations between Interactive justice and Job Satisfaction

		Interactive justice	Job Satisfaction
Interactive Justice	Pearson Correlation	1	.637**
	Sig. (2-tailed)		.000
	N	140	140
Job Satisfaction	Pearson Correlation	.637**	1
	Sig. (2-tailed)	.000	
	N	140	140

**. Correlation is significant at the 0.01 level (2-tailed).

According to the results in Table (4-7), the r = 0.637, α= 0.01, sig= 0.000 and n=140. So the research hypothesis was confirmed and the null hypothesis was rejected. It indicates that there is a positive and strong relationship between Interactive justice and Job Satisfaction.

Procedural justice and Job Satisfaction Third sub Hypothesis
Study of relationship between Procedural justice and Job Satisfaction. The Pearson correlation coefficient between these variables is presented in the (4-8) table as below.

Table 4-8: Pearson Correlations between Procedural justice and Job Satisfaction

		Procedural justice	Job Satisfaction
Procedural Justice	Pearson Correlation	1	.731**
	Sig. (2-tailed)		.000
	N	140	140
Job Satisfaction	Pearson Correlation	.731**	1
	Sig. (2-tailed)	.000	
	N	140	140

**. Correlation is significant at the 0.01 level (2-tailed).

According to the results in Table 1, the r = 0.731, α= 0.01, sig= 0.000 and n=140. So the research hypothesis was confirmed and the null hypothesis was rejected. It indicates that there is a positive and strong relationship between Procedural justice and Job Satisfaction.

Organizational justice and Job Satisfaction Main Hypothesis
Study of relationship between **Organizational** justice and Job Satisfaction. The Pearson correlation coefficient between these variables is presented in the (4-9) table as below.

Table 4-9: Pearson Correlations between Organizational justice and Job Satisfaction

		Organizational justice	Job Satisfaction
Organizational Justice	Pearson Correlation	1	.802**
	Sig. (2-tailed)		.000
	N	140	140
Job Satisfaction	Pearson Correlation	.802**	1
	Sig. (2-tailed)	.000	
	N	140	140

**. Correlation is significant at the 0.01 level (2-tailed).

According to the results in Table (4-9), the r = 0.802, α= 0.01, sig= 0.000 and n=140. So the research hypothesis was confirmed and the null hypothesis was rejected. It indicates that there is a positive and strong relationship between Organizational justice and Job Satisfaction.

6. Conclusion

Justice has always been a central need for the collective life of human beings throughout history. Nowadays, the role of justice in organizations has become more and more obvious with the pervasive role of organizations in human social life. For this reason, organizations today have realized its importance and have begun research in this field.

Also the administration of justice is one of the essential and vital needs of people, which throughout history has made a good basis for the development of community. As human society evolves, theories of justice have evolved, and its scope has shifted from empirical research to religions and philosophy. Organizational justice predicts many other organizational variables. One of the most important consequences of organizational justice is employee job satisfaction. The purpose of this study was to investigate the relationship between organizational justice and job satisfaction among Mazar-e-Sharif municipal staff. The results of this study also show that the level of organizational justice among Mazar-e-Sharif municipal staff is good.

Conclusions based on the first sub-hypothesis
H_0: There is no significant relationship between distributive justice and job satisfaction.
H_1: There is a significant relationship between distributive justice and job satisfaction.

According to the results, r=0.550, α=0.01, sig=0.000 and n=140. So the research hypothesis was confirmed and the null hypothesis was rejected. It indicates that there is a positive and relatively strong relationship between distributive justice and Job Satisfaction.

Conclusions based on the Second sub-Hypothesis
H_0: There is no significant relationship between Interactive justice and job satisfaction.
H_1: There is a significant relationship between Interactive justice and job satisfaction

According to the results, r = 0.72., α= 0.01, sig= 0.000 and n=140. So the research hypothesis was confirmed and the null hypothesis was rejected. It indicates that there is a positive and relatively strong relationship between Interactive justice and JobSatisfaction.

Conclusions based on the third sub-Hypothesis
H_0: There is no significant relationship between Procedural justice and job satisfaction.
H_1: There is a significant relationship between Procedural justice and job satisfaction

According to the results, r = 0.29, α= 0.01, sig= 0.000 and n=140. So the research hypothesis was confirmed and the null hypothesis was rejected. It indicates that there is a positive and relatively strong relationship between Procedural justice and JobSatisfaction.

Conclusions based on main Hypothesis

H0: There is no significant relationship between organizational justice and job satisfaction.

H1: There is a significant relationship between organizational justice and job satisfaction

According to the results, r = 0.220, α= 0.01, sig= 0.000 and n=140. So the research hypothesis was confirmed and the null hypothesis was rejected. It indicates that there is a positive and relatively strong relationship between organizational justice and Job Satisfaction.

Finally, today organizations need effective and efficient staff to achieve their goals for comprehensive growth and development. It depends on the organization. Therefore, moving towards increasing justice, commitment and satisfaction among human resources are one of the essential tasks of organizations.

7. Discussion and Findings

The purpose of this study was to investigate "The Relationship between Organizational Justice and Job Satisfaction in the Mazar-e-Sharif Municipality in Afghanistan" which has presented in one main hypothesis and three sub-hypotheses. The main hypothesis is: "There is a positive and significant relationship between organizational justice and employee's job satisfaction." The results of this study show that organizational justice has a positive and significant relationship with job satisfaction (R = 0.802). There is a significant and positive relationship between all components of organizational justice and job satisfaction. The results of the regressionanalysisshown that procedural justice has the most effect on job satisfaction. This means that if employees in the organization recognize procedural justice, distributive justice, and fairness inthe organization, they will undoubtedly perform their responsibilities better and opportunities for advancement in the future and work are more satisfied. The results of this study, along with the results of previous studies, show that employees are more satisfied when they see their job results and rewards than others who think they have not achieved what they deserve in the organization. Also, if employees feel dissatisfied with their remuneration, it may negatively impacttheir performance in the organization or decide to leave the organization. What has to be noted is that there is a positive and significant relationship between organizational justice and job satisfaction. So senior executives in the organization should attempt to distribute opportunities and privilegeswithin the organization fairly, and all employees and senior executives in the organization should have good interaction with each other to satisfiedemployeesto achievethe goals of the organization. This is the fact that job satisfaction can be directly related to organizational justice, as well. In the end, it is important to note that there is no difference between employees' perceptions of organizational justice and job satisfaction in terms of gender, age, and education.

8. Suggestions

1) All managers should be trained properly and sufficiently about justice and its principles to implement it properly in the organization. Hence all managers should be motivated to cooperate with their subordinates and utilize the principles of organizational justice theory in the organization.

2) Many organizations in case of existing problems in the organization and some concerns about the investigation or fear of being accused of injustice and lack of justice in the organization. They are not allowing the researchers to investigate or they are not giving exact information about the organization. It is due to lack of information about the benefits of investigation to remove the problems of the organization. If the study be scientific without discrimination and self-interest, the problems of the organization will end. Therefore organizations and managers should provide a relevant environment for investigation especially in the field of organizational justice because to remove the problems andobstacles.

3) While the high level of justice perception can increase employees' satisfaction bout their job and increase individual productivity and ultimately increase the productivity of organizations, so managers should act in a way that increases the level of perception of organizationaljustice.

4) Managers should respect every employee's opinion and also managers should have a good communications with subordinates.

5) Inorder to remove the barriers in execution of justice in organizations justice should be clearly and accurately defined and practically some ways should be adopted to implement distributive, procedural and interactional justice in theorganization.

6) Managers of the Mazar-e-Sharif Municipality should provide a good physical workplace and organizational environment for employees. Because it improves the job satisfaction of employees. Besides it, managers must try to deliver service to the people in a good manner that enhances people's confidence about thegovernment.

7) In the future, the researchers should continue to evaluate the relationship between organizational justice and other variables such as the commitment of the employee and organizational citizenship behavior. Hence for future studies, the suggestion is to be used to other governmental organizations in Afghanistan.
   - To generalize over the whole of Afghanistan it should be examined in other government organizations in Afghanistan.
   - The private organization also should have attention to the evaluation of the effects level of skills, job satisfaction, and commitment.

8) Managers of this valuable delivery service center should provide job security, better work life, opportunities for promotion and training for his employees.

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