Organizational Justice and Job Satisfaction

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Abstract— **The purpose of this study was to examine the relationship between organizational justice and job satisfaction. The relationship studies show that there is a division of justice, a process of justice and mutual justice. The organization is a social system and is the most important factor in improving the efficiency and effectiveness of human resources. Organizations need effective managers and employees to achieve their goals. Without their effort and dedication, an organization cannot succeed. Employee performance and job satisfaction are key variables that affect employee performance in an organization.**

Index Terms— **Job Satisfaction, Marketing, organizational justice, procedural justice, distributive justice**

I. INTRODUCTION

Human resources, as the most terrifying element of the organization, has attracted the special attention of management scholars. Justice and its governance are one of the basic needs and needs of man. The idea of justice evolved with the development and progress of human society. The administration of the judiciary in society depends on the concern for justice in the organization Since the 1990s, empirical research on institutional justice has entered a new era. The result is a division of justice, a process of justice and mutual justice [1]. An organization is a social system that is the most important factor in increasing the efficiency and effectiveness of human resources and its efficiency. Organizations need effective managers and employees to achieve their goals. Organization cannot succeed without their effort and dedication. Employee performance and job satisfaction are the key variables that affect employee performance in an organization. Efforts should be made to identify the impact in a highly competitive global enterprise for employee performance and job satisfaction. Institutional justice is one factor and attitudes to accuracy and behavioral responses of organizations such a meeting also play a vital role. Employees will be more satisfied if they are given the awards and a real contribution to themselves, giving them a just reward for what they do to organize and comply with premium policies [5]. Awards can include a variety of benefits and earnings other than cash. Employees with great job satisfaction are important in the long term; the organization will have a bright future and be interested in the quality of its work; because of this, they invest more in the organization, have higher retention rates, and usually have a higher productivity. Below, we review the literature to have a better insight in these factors.

II. ORGANIZATIONAL JUSTICE

It is recommended that organizational justice research clarifies the consequences of many behaviors in organizations is miscellaneous. Institutional justice is a term used to describe the role of justice as it relates directly to justice in the place of work. In particular, organizational justice focuses on how employees are treated unfairly and how those decisions affect other business-related approaches [8]. Organizational justice can explain why employees are being punished for inequality and consequences or processes and inconsistent interactions. Employee perceptions are related to three aspects of organizational justice: distributive justice, procedures justice and interactive justice [3].

Fig.1 Effect of organizational justice

The organization focuses on equity justice, which first describes the fairness of employee outcomes. Outcomes can be divided on the basis of equality, need or contribution, and individuals can determine the fairness of the distribution by comparing it with others. An unfair finding of work compensation can put pressure on a person and cause the individual to cope with stress. Distributive justice in an organization means the fairness of the outcomes that individuals receive from an organization. Outcomes can be divided on the basis of equality, need or contribution, and people can dictate justice and classification is determined in comparison to others. Unfair judgment and the distribution of wages in relation to work responsibilities creates stress among individuals as committed to tackling tensions, however, the software used to determine the results may be larger as a result, attention gradually shifted from justice to procedural justice [2.] Procedural justice within an organization refers to participants' perception of certain rules and the fairness of the procedure and process. Disruptive justice shows that satisfaction is a function of outcome. Procedural justice shows that satisfaction is a function of the process. In traditional principles justice, voice or opportunity is procedural justice and can be used as the basis for decision making and process neutrality, participant attitudes and trust in decision-making bodies. It is important to raise awareness of the process and extensive literary support for procedural

justice satisfaction theory. Research mainly shows that organizational processes and procedures; if they are seen as fair, participants will be more satisfied and willing to accept the procedures and the likelihood of forming a positive attitude towards multiple organizations. Researchers proposed the concept of interactive justice, labeled as institutional justice researchers' interpersonal treatment in the development of organizational procedures. In general, interactive justice reflects concerns about non-procedural justice. Interaction, but the research identified two subcategories of interactive justice: information justice and interpersonal justice [7]. Two subcategories of information and interpersonal relationships of courts overlap is huge, but separate research recommendations should be considered for each when concerned with different effects on the concept of justice. Interactive justice includes behaviors that demonstrate social sensitivity as well as the manager's behavior workers out of respect and dignity. Injustice does not cover issues of distribution or a narrow process of human interaction in relationships and encounters.

III. JOB SATISFACTION

Job satisfaction has been extensively studied in institutional research over the past four decades. Job satisfaction is designed and measured as one multidimensional or conceptual structure and concept. Job satisfaction is generally defined as a function of the relationship they feel. Between what one wants to do and what one sees as a victim. Job satisfaction is important for retaining and attracting highly qualified people. Job satisfaction is a connection between people having an understanding of an organization that works and works. Job satisfaction is often considered multidimensional. It includes the structure of employee perceptions of various elements of internal and external business. This Fees, benefits, incentives, working conditions, controls, organizational practices and peer relationships. In addition, more satisfied employees will be more innovative for continuous quality improvement and increased involvement in decision making in organizations. Job satisfaction too was found to be positive about customer satisfaction [6]. Job satisfaction is a structure often used in organizational behavior. Interested in business structure slightly satisfied with relationship to other organizational outcomes (e.g., work) completion, organizational commitment, rest, and employee activities. Many industry and organization psychologists are interested in this because they are dissatisfied with their work. It is about the health and well-being of employees. In fact this statement may cover the following facts: Dissatisfaction can lead to serious illness or even death. The research highlights the understanding organizational justice right now is having a positive impact on employee motivation, attitudes and behavior and staff organization [7]. From this perspective, if teachers' views on organizational justice are positive, then so is their institution. The organization is growing. Therefore, it would be helpful to distribute justice and actions changes in organization justice and interactive justice. Job satisfaction or employee satisfaction is one of the most comprehensive measurement and research management and organizational psychology [1]. However, there is a general definition of job satisfaction; job satisfaction as an individual's behavior, the cognitive and emotional factors in the workplace. Job satisfaction is a

positive emotional state that results from the fun that employees get from their work. In fact, job satisfaction is the way people look at work and different aspects of their work. Employees' negative or positive attitude to work, It is the extent to which a person is satisfied or satisfied with their work. Interest in job satisfaction stems from relationships with other important organizational outcomes, this is one of the most important concepts of job satisfaction and institutional justice [1]. In 1987, Greenberg introduced the term "institutional justice" to morality which provoked the concept of treating the employees fairly in the workplace.

IV. RELATIONSHIP OF ORGANIZATIONAL JUSTICE WITH JOB SATISFACTION

The organization focuses on the distribution of justice, which first describes the fairness of employee outcomes. Outcomes can be divided on the basis of equality, need or contribution, and individuals can determine the fairness of the distribution by comparing it with others. An unfair look at the distribution of recognition can put a person under pressure and make her relate to stress. Over time, scholars began to consider procedural justice fairness and the rules for determining outcomes [3]. On this basis, regardless of the standing program, whatever its own interests, the program will be considered fairly on the basis of accurate information. Attention should be paid to the interests of the various departments of the organization while respecting the ethics, standards and procedures adopted by impartial justice. Regardless of the substance and content of the law, the procedure must be fair, and a third type, called interactive (communicative) justice, can lead to institutional justice. Mutual justice is a method of control and communication provided by a low-level supervisor. Interactive justice is a process that addresses fair treatment of employees with a formal approach [7]. Interactive justice emphasizes interpersonal decision-making, especially the equality of decision-makers in the decision-making process. Interpersonal relationships include trust and humility and respect for individuals. Appropriate procedural development procedures have been put in place to demonstrate the rationality of the following five behaviors: insufficient attention to employee data, prevention of individual biases, coordination of decision-making criteria and timely feedback. These factors play an important role in understanding employee fairness, decision making and commitment to the organization. Institutional justice is a key factor in the success of any organization. To satisfy their employees, to be loyal and committed to the organization, organizations must be fair in their systems of distribution, justice and interactive justice. Employees tend to show more positive attitudes and behaviors, such as job satisfaction, when they feel they are being treated fairly in every way possible [1]. Issues such as allocation of funds, employee recruitment, decision making and policy implications affect decision makers and those affected by such decisions and require particular attention in the administration of justice. Various studies have shown that job satisfaction is associated with higher organizational justice Organizational justice and its three aspects influence job satisfaction and civic behavior. An analysis of the interrelationships between the three components of organizational justice shows that the two dimensions of institutional justice, namely distributive justice and

interactive justice are positively related to the four dimensions of job satisfaction (management, colleagues, compensation and promotion). They have nothing to do with the nature of the case. Procedural justice shows a significant connection in all aspects of job satisfaction [6]. Numerous regressions have a significant impact on distributive and interactive justice as well as job satisfaction. Various organizational justice factors predict job satisfaction and overall organizational affiliation. It is an important predictor in predicting overall job satisfaction, men's organizational affiliation, distribution fairness, and engagement relevance. At the same time, procedural justice is a stronger predictor for female employees.

Table 1. Studies from research literature

Journal Title	Article count	%	Average 5 year *JCR* rating
Academy of Management	2	1.9	5.44
Journal of Applied Psychology	3	1.8	5.88
Organization Behavior and Human Performance	1	1.9	4.22
Journal of Nursing Management	1	1.9	5.66
Journal of Organizational Behavior	4	22.1	5.88
International Journal of Conflict Management	1	18.2	3.71
Management research news	1	1.9	4.32
Procedural Justice	2	1.9	5.89
American Journal of Economics and Business Administration	1	1.9	3.78
Organizational Justice and human resource Management	3	14.2	5.87
Organization Behavior and Human Performance	1	1.9	5.88
European journal of Social Psychology	2	21.5	4.54

CONCLUSION

This research focused on the distribution of justice within an organization, examination of how justice and procedural relationships interact with the personal circumstances injuries and job satisfaction. In terms of the relationship between organizational justice and employees' personal characteristics, it only matters. The literature reveals promotion of positive relations for organizational justice and job satisfaction. This finding illustrates this organizational justice is a prerequisite for job satisfaction. This also supports that country that cannot assess job satisfaction from research institutes. This research is based on the work of previous researchers who have demonstrated their organization and leadership impact on employee behavior. Institutional justice can be achieved by reducing diversions and employee turnover ratio. Organizations that ignore procedural justice run the risk of damaging negative institutions. As a result, the outcome of the decision, disobeying rules and procedures, reduced satisfaction.

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