

The Role of Organizational Justice in Improving Job Satisfaction Among Employees A Field Study in the General Directorate of the National Insurance Company SAA

دور العدالة التنظيمية في تحسين الرضا الوظيفي بين الموظفين: دراسة ميدانية في الإدارة العامة للشركة الوطنية للتأمين SAA

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Abstract

This study aimed to investigate the role of organizational justice in enhancing employee job satisfaction, a case study was conducted at the General Directorate of the National Insurance Company (SAA) in order to examine the contribution of the three principal dimensions of organizational justice to job satisfaction, namely evaluative justice, procedural justice, and distributive justice.

A total of 41 questionnaires were administered to a sample consisting of senior executives, executives, and control officers, The collected data were processed and analyzed using SPSS statistical software, version 26.

The findings revealed that organizational justice plays a significant role in improving job satisfaction. More specifically, the dimensions of evaluative justice and distributive justice were found to have a positive effect on job satisfaction. In contrast, procedural justice did not appear to have a significant role in enhancing job satisfaction within the company under study.

Keywords: Organizational justice; Evaluative justice; Procedural justice; Distributive justice; Job satisfaction.

المخلص

هدفت هذه الدراسة إلى معرفة دور العدالة التنظيمية في تحسين الرضا الوظيفي للعاملين، قمنا من خلالها بإجراء دراسة ميدانية على مستوى المديرية العامة للشركة الوطنية للتأمين SAA، وذلك بمعرفة دور أهم ثلاث أبعاد للعدالة التنظيمية في تحسين الرضا الوظيفي (العدالة التقييمية، العدالة الإجرائية، العدالة التوزيعية).

وقد تم اعتماد 41 استمارة استبيان تخص الإطارات السامية والإطارات وأعوان التحكم وتم استخراج النتائج وتحليلها باستخدام البرنامج الإحصائي SPSS الإصدار 26.

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وقد خلصت الدراسة إلى وجود دور للعدالة التنظيمية في تحسين الرضا الوظيفي، حيث كان لبعدي العدالة التنظيمية (العدالة التقييمية والعدالة التوزيعية) دور في تحسين الرضا الوظيفي، كما توصلت الدراسة أن العدالة الإجرائية ليس لها دور في تحسين الرضا الوظيفي في الشركة محل الدراسة. **الكلمات المفتاحية:** عدالة تنظيمية؛ عدالة تقييمية؛ عدالة إجرائية؛ عدالة توزيعية؛ رضا وظيفي.

Introduction

The tools and methods used in management vary according to the nature of the organization's activities and the objectives underlying its existence. In order to play an active role in community development and contribute to its advancement, organizations must demonstrate rapid responsiveness to technological, economic, and administrative changes, and interact with them in a flexible and effective manner.

In light of these changes, administrative bodies must give greater attention to the concepts and applications of contemporary administrative systems and approaches, with the aim of enhancing job satisfaction and improving individual performance. In this context, several studies suggest that adopting the approach of organizational justice has become a fundamental requirement for organizational development, growth, and sustainability.

In recent years, organizational justice has become a prominent topic among researchers in the field of management because of its significant importance. Interest in this concept continues to grow as scholars seek to understand how it can contribute to achieving positive outcomes for both individuals and organizations. A work climate characterized by justice leads to lower employee turnover, fewer complaints, reduced stress and conflict, and higher levels of performance.

The issue of organizational justice and its impact on job satisfaction is of considerable interest to managers in all types of organizations. Therefore, the importance of studying this topic lies in its contribution to intellectual enrichment within the framework of contemporary administrative thought, as well as in its role in supporting the achievement of the desired economic development.

Main problem statement:

From the above, the following main problem can be posed:

Is there a role for organizational justice in improving job satisfaction among employees in the General Directorate of the National Insurance Company SAA?

Sub-Questions:

- From the main problem above, the following sub-questions emerge:
Is there a role for evaluative justice in improving job satisfaction in the organization under study?
- Is there a role for procedural justice in improving job satisfaction in the organization under study?
- Is there a role for distributive justice in improving job satisfaction in the organization under study?

Main Hypothesis:

The following main hypothesis can be posed:

Organizational justice plays a statistically significant influence in enhancing job satisfaction at the General Directorate of the National Insurance Company SAA, with a significance level of $\alpha < 0.05$.

Sub-Hypotheses:

- There exists a statistically significant effect of evaluative justice on enhancing work satisfaction within the company examined, with a significance level of $\alpha < 0.05$.
- Procedural fairness plays a statistically significant influence in enhancing work satisfaction within the company examined, at a significance level of $\alpha < 0.05$.
- Distributive justice plays a statistically significant influence in enhancing work satisfaction within the company examined, at a significance level of $\alpha < 0.05$.

Study Methodology:

To answer the research problem and attempt to test the validity of the hypotheses, and given the nature of the topic, we will follow the descriptive method. This will be done by collecting raw scientific material related to the study from references that address such topics, followed by analysis and study. We will also adopt the descriptive method in the applied aspect of the study, where we will conduct a case study at the General Directorate of the National Insurance Company SAA. Through this, we will attempt to link theoretical dimensions with reality by means of a social survey using a questionnaire. The results of the questionnaire will be analyzed and discussed through the analysis of data and statistical indicators specific to the company.

Study Terminology:

- Organizational Justice: It is the state in which employees feel that the rules and procedures applied in the institution are fair and equitable.
- Job Satisfaction: It is the extent to which employees are satisfied with their work and working conditions and reflects the degree to which their expectations match the reality of their work.

- Evaluative Justice: Refers to employees' perception that the processes used to evaluate their performance are fair and equitable.
- Procedural Justice: It is the state in which employees feel that the procedures taken in the institution, whether punitive or rewarding, are fair and equitable.
- Distributive Justice: Refers to the extent to which employees feel that the distributions and rewards provided in the institution are based on fair and equitable criteria.

1. Theoretical Framework

1.1 Organizational Justice Conceptual Framework

1.1.1 The Concept of Organizational Justice

Organizational justice is the degree to which people feel that rewards and resources are distributed fairly, that the procedures are open and clear, and that their rights are respected when they deal with management (Al-Hussein, 2022, p. 34).

Organizational justice is primarily determined in light of what the individual perceives as integrity and objectivity in outcomes and organizational procedures (Sezlaki & Wallace, 1991, p. 57).

Organizational justice also reflects the extent to which employees are satisfied with the fairness of the organization in distributing benefits and making decisions, and how they are personally treated by their superiors (Al-Zahrani, 2021, p. 89). From the above, organizational justice can be defined as equality in the imposition of duties, the division of responsibilities, and the distribution of gains and rights among members of the organization through the adoption of well-thought-out and unbiased administrative procedures and interactions characterized by mutual respect among all administrative levels.

1.1.2 Principles of Organizational Justice

Organizational justice has a set of general principles, the most important of which are (Al-Ali, Qandilji, & Al-Omari, 2006, p. 29):

- **The Principle of Equality:** This principle is represented in ensuring equal opportunities among all individuals working in the organization, including equality in wages, incentives, working hours, and job duties.
- **The Ethical Principle:** This principle reflects high moral values such as integrity, honesty, honor, trustworthiness, loyalty, and sincerity in all dealings of the organization.
- **The Principle of Accuracy and Correction:** Decisions and procedures must be based on accurate and clear information, with the possibility of correcting them if any errors are discovered.

- **The Principle of Commitment:** This principle refers to the necessity of committing to what is fair, including fair treatment and the provision of deserved rewards in accordance with applicable standards and laws.
- **The Principle of Participation:** This principle emphasizes the importance of involving all working parties in the organization in the process of decision-making and implementing procedures, to ensure inclusiveness and justice.

1.1.3 The Importance of Organizational Justice

It's clearly evident when decisions or procedures issued by the organization harm the interests of certain individuals or groups within it. The impact of the absence of organizational justice increases as feelings of injustice among employees deepen, which may lead to negative outcomes for the organization as a whole. Many studies have shown that the lack of any dimension of organizational justice (distributive, procedural, interactional) can negatively affect various organizational variables such as job satisfaction, organizational loyalty, and overall performance, as follows ([Al-Ali, Qandilji, & Al-Omari, 2006, p. 71](#)):

A. Regarding the Distributive Justice Dimension

Studies have concluded that low employee perceptions of this dimension can result in many negative outcomes, such as:

- Lack of job satisfaction.
- Decline in organizational loyalty.
- Reduced satisfaction with pay.
- Increased job stress and professional tension.
- Decreased work quality.
- Lack of cooperation with coworkers.
- Decreased quantity of job performance.
- Increased theft and sabotage in the workplace.

B. Regarding the Procedural Justice Dimension

Studies have found that unfair formal procedures are associated with many negative consequences, such as ([Al-Sulami, 1992, p. 49](#)):

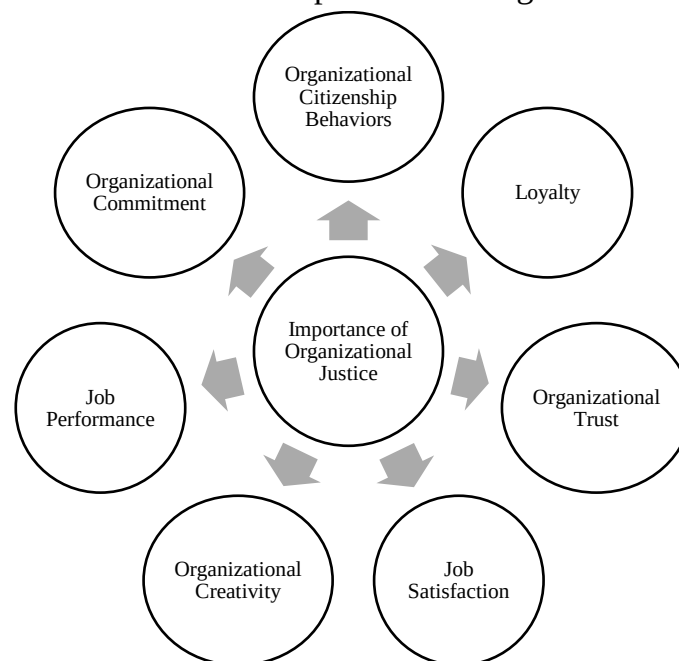
- Unjust decision-making.
- Loss of trust in colleagues and superiors.
- Poor employee selection process.
- Absence of organizational loyalty.
- Low job satisfaction.
- Weak practice of organizational citizenship behaviors.
- Increased tendency to leave the job.

C. Regarding the Interactional Justice Dimension

When treated as a dimension independent from procedural justice, many studies have indicated that neglecting personal sensitivity—the first component of interactional justice—results in the emergence of organizational conflicts, an increase in negative attitudes toward the organization and work, weak job performance, and increased job stress.

Many studies have also confirmed that inappropriate distributions are better received by employees when logical explanations for them are provided by the organization—the second component of interactional justice.

Figure 01: Illustrates the Importance of Organizational Justice



Source: Prepared by the researcher based on previous references and literature on the subject.

1.1.4 Dimensions of Organizational Justice

Organizational justice consists of five components or dimensions, which originally represent the main types of organizational justice. Studies have shown five fundamental dimensions of organizational justice, arranged from the earliest to the most recent in appearance: distributive justice, procedural justice, interactional justice, evaluative justice, and ethical justice (Abdellah & Merizk, 2014, p. 59). The following is a clarification of these types:

A. Distributive Justice

Distributive justice refers to employees' perceptions and reactions regarding the rewards they receive after contributing (Al-Fahdawi & Ahmad, 2004, p. 19).

Distributive justice is the idea that people should get fair outcomes at work in exchange for things like pay or chances for promotion. Based on Adams' equity theory, it is one of the oldest types of justice. It means that the employee's

outcomes are fair, and that people judge their work outcomes based on a distributive rule that is based on the idea of equality (Saeed, 2021, p. 655).

B. Procedural Justice

This is how fair the worker thinks the procedures used to decide outcomes are. Procedural justice is how people think about how fair the steps taken to make decisions that affect them are. Distributive justice is about how fair the outcomes are for the employee, while procedural justice is about how fair the procedures are that were used to decide those outcomes. The main parts of procedural justice are:

- Consistency of procedures
- Accuracy of procedures
- Validity of procedures
- Realism and ethics of procedures
- Absence of bias

C. Interactional Justice

This is how much the worker thinks the treatment they got was fair when certain formal procedures were used on them, or how much they understand why those procedures were used. Distributive justice, procedural justice, and interactional justice are all very closely related because how fair an employee feels affects how loyal they are to the company. If an employee thinks that the way things are done, shared, and interacted with are fair, they will be very loyal. So, if procedures, distribution, and interaction aren't fair, it could change how employees feel about fairness in the workplace.

D. Evaluative Justice

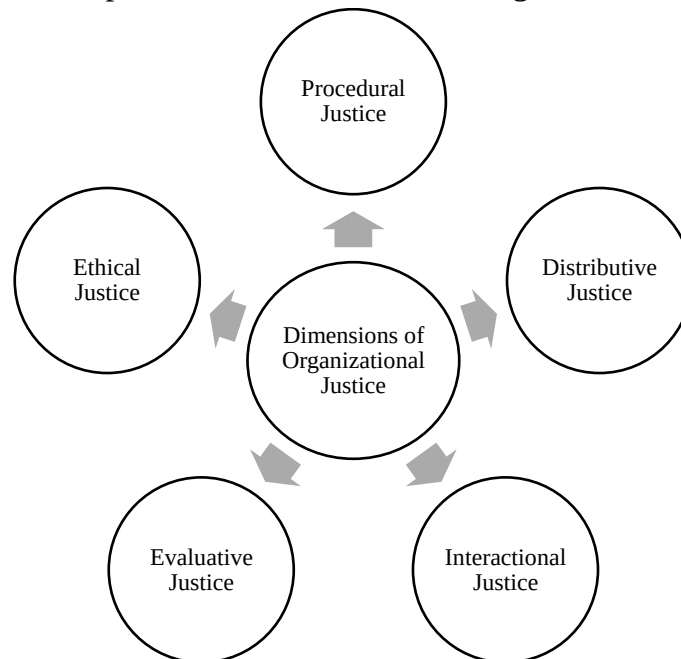
This is the type of justice that includes specific processes, procedures, and systems that allow individuals to ensure that their rights and performance levels are evaluated fairly and objectively, providing them with job stability and security. The importance of evaluative justice lies in its close connection to the evaluation of employees' performance (Al-Sulami, 1992, p. 78).

Many organizations resort to the administrative approach to determine each individual's performance level through a set of criteria aimed at identifying performance failure and addressing it, enhancing outstanding performance, and rewarding it — that is, identifying strengths and weaknesses in performance. This, in turn, represents an important factor in motivating and increasing individuals' drive toward outstanding performance through the feeling that the management's evaluation of each individual's performance is fair and unbiased.

E. Ethical Justice

This is the degree to which the employee feels human and moral justice derived from religious beliefs, cultural, and civilizational values as they interact with the prevailing atmosphere in the organization.

Figure 02: represents the dimensions of organizational justice.



Source: Prepared by the researcher based on previous references and literature on the subject.

1.2 The Theoretical Framework of Job Satisfaction

1.2.1 The Concept of Job Satisfaction

The word satisfaction is derived from the Latin word *satisfaction*, which means contentment and a feeling of comfort, and may also mean gratification—that is, the fulfillment of needs. As for the word job, it relates to employment, profession, or work. The compound term job satisfaction, or professional satisfaction or satisfaction with work, all carry the same meaning. In general, job satisfaction is: the individual's feeling toward various material and moral (psychological and social) gratifications that he receives from various sources which, in his perception, are connected to the job he holds. Therefore, the more the job represents a source of multiple significant benefits or gratifications for the individual, the greater his satisfaction with that job.

Herbert stated: The concept of job satisfaction refers to the feelings of employees toward their jobs, and those feelings can be defined from two perspectives—what the job actually provides for the employees, and what it should provide from their point of view (Al-Baqi, 2002, p. 211).

From the above, job satisfaction can be defined as a measure of the extent to which the worker feels comfortable through his evaluation of his job based on what he gains from performing it and the extent to which the material and moral conditions for accomplishing the work are available.

1.2.2 Types of Job Satisfaction

Since job satisfaction represents the outcome of the feeling an employee experiences through their work within the organization, and since it is influenced by factors that lead to varying degrees of job satisfaction among individuals, we can divide job satisfaction into several categories according to certain considerations, as follows:

- **Job satisfaction in terms of its comprehensiveness:** It includes internal job satisfaction, external job satisfaction, and overall general satisfaction (Al-Ruwaili, 2002, p. 18).
- **Internal job satisfaction:** This relates to the employee's subjective aspects, which he contributes to creating, such as: recognition and appreciation, acceptance, the feeling of capability and achievement, and self-expression.
- **External job satisfaction:** This relates to the employee's external (environmental) aspects in the work environment, such as: the manager, coworkers, and the nature and pattern of work.
- **Overall general satisfaction:** This is the total feeling of satisfaction toward both the internal and external dimensions together.
- **Types of job satisfaction based on time:** It is divided into expected job satisfaction and actual job satisfaction.
- **Expected job satisfaction:** The employee feels this kind of satisfaction while doing their job if they think that the work they put in will help them reach their goal.
- **Actual job satisfaction:** The employee feels this type of satisfaction after the stage of expected job satisfaction, when the goal is achieved, and thus feels satisfied (Al-Dayyah, 2011, p. 56).

1.2.3 The Importance of Job Satisfaction

A high level of job satisfaction felt by the employee leads to:

- **Ability to adapt to the work environment:** A comfortable psychological state enjoyed by human resources gives them greater ability to control their work or what surrounds them.
- **Desire for creativity and innovation:** When the employee feels that all his material needs such as food, drink, housing, etc., and non-material needs such as appreciation, respect, job security, etc., are sufficiently satisfied, his desire to perform work in an outstanding manner increases.
- **Increased level of ambition and progress:** Human resources who enjoy job satisfaction are more willing to develop their professional future.
- **Satisfaction with life:** The job's material benefits help workers deal with the demands of everyday life.

- **The Importance of Job Satisfaction in the Organization:** A high level of employee job satisfaction is positively reflected in the organization in the form of:
 - Increased level of efficiency, as job satisfaction makes employees more focused on their work.
 - Increased productivity, as job satisfaction creates a desire among employees to perform and improve their work, and reduces absenteeism, strikes, and complaints.
 - Higher level of loyalty to the organization, as when employees feel their material and non-material needs are met through their jobs, their attachment to the organization increases.
- **The Importance of Job Satisfaction for Society:** A high level of job satisfaction felt by employees positively reflects on society in the form of (Toubal, 2017, pp. 43-44):
 - Increased production rates and achievement of economic efficiency
 - Increased growth and development rates of society.

2. The Field Study in the General Directorate of the National Insurance Company SAA

2.1 Definition of the National Insurance Company SAA:

It is a joint-stock company with a capital of 35 billion Algerian dinars, with its administrative headquarters located in: Business District, Bab Ezzouar Municipality, Algiers Province.

The National Insurance Company is composed of the following distribution network:

- 16 Regional Directorates: Algiers 1, Algiers 2, Algiers 3, Mouzaïa, Tizi Ouzou, Sétif, Batna, Constantine, Annaba, Relizane, Oran, Sidi Bel Abbès, Tlemcen, Ouargla, Béchar, and the Major Accounts Agency.
 - 304 Direct Agencies and 235 General Agencies.
 - 03 Training Centers: Oran, Tizi Ouzou, and Batna.
- In addition to three subsidiaries: the Algerian Company for Expertise and Technical Inspection of Vehicles, Printing, and the Algerian Security and Guarding Company.
- The number of employees in the company during the year 2023 reached approximately 3,300.

2.2 Tasks and Objectives of the National Insurance Company and Its Importance:

2.2.1 Tasks of the National Insurance Company:

Among the tasks of the company is offering guarantees to clients against risks that may affect them in their social and professional lives. It organizes insurance activities according to the potential needs and desires of customers. Additionally,

the company is linked to the country's development and is based on a strategy of expanding the industrial base. Its tasks at this level include:

- Life Insurance, which includes all types of insurance related to human life, such as:
 - Compensation for treatment.
 - Payment of pensions or salaries upon reaching a certain age, for a specific period or for life.
 - Insurance against occupational hazards.
 - Insurance against maritime and air transport risks, which includes compensating transport operators for any damage or loss.
 - Insurance against fire, which aims to protect individuals or their property from damage resulting from such risks.
 - Insurance against theft.
 - Insurance against bodily accidents.

2.2.2 Objectives of the National Insurance Company:

The National Insurance Company is considered one of the major companies that gives special importance to human resources, whether executives or support staff, to create a suitable environment that acts as the only motivation for delivering high-quality performance. Accordingly, the company has set strategic objectives:

- Diversifying the company's portfolio and expanding its activity by covering simple risks for individuals and others.
- Developing the national diversification network by establishing new units and agencies to meet increasing demand and compete with other companies.
- Encouraging long-term savings, contributing to the national economy, and investing capital in the form of deposits in banks.

2.3 Study Population and Sample:

2.3.1 Study Population:

The study population is defined as all the elements of the phenomenon being studied by the researcher. It is the total set of statistical units to be studied and whose characteristics are to be precisely known. It can be distinguished from other units that form another population. In other words, it is the group of statistical units sharing the essential attribute of interest in the research, which varies depending on the problem or phenomenon under study.

2.3.2 Study Sample:

To carry out this study, we distributed 50 questionnaires to the employees of the National Insurance Company SAA, from which 41 questionnaires were retrieved.

2.4 Statistical Methods Used in the Study:

The questionnaire was analyzed and processed using the SPSS software, as the data of the study are descriptive and non-numerical. The following statistical methods were used:

- Percentages and frequencies: This is mainly used to determine the frequency of the categories of a given variable and is useful for describing the study sample in terms of personal data.
- Cronbach's Alpha coefficient: To ensure the reliability of the scale used.
- Mean, standard deviation, and coefficient of variation in math: To find out how important the study sample's answers were in relation to the study axes.
- Simple regression: To test the hypotheses.
- Impact Level: This was determined using the cell length to interpret the results of the arithmetic means as follows:
 - A mean between 4.20 and 5 indicates strongly agree and contributes to a very high degree.
 - A mean between 3.4 and 4.19 indicates agree and contributes to a high degree.
 - A mean between 2.6 and 3.39 indicates neutral and contributes to a medium degree.
 - A mean between 1.80 and 2.59 indicates disagree and contributes to a low degree.
 - A mean between 1 and 1.79 indicates strongly disagree and has no effect.

2.5 Design of the Study Tool:

The research was prepared as follows:

- Preparation of an initial form to be used in collecting information.
- Presenting the form to experts (a group of specialized professors) to assess its suitability for data collection, and it was approved.
- Presenting the form to the Human Resources Manager in the hosting institution, followed by discussion and rephrasing (modification) of some items.
- Distributing the questionnaire to the sample members to collect the necessary data for our study.

The questionnaire was divided into three main sections:

- First Axis: This section contains the personal information variables related to the surveyed individuals, including: gender classification, age, educational level, number of years of experience, and professional classification.

- Second Axis: This section includes the independent variable, which is organizational justice. It is divided into three sub-sections (evaluative justice, distributive justice, procedural justice) containing 23 statements.
- Third Axis: The dependent variable is job satisfaction, which contains 12 statements.

2.6 Validity and Reliability of the Study Tool (Questionnaire)

We used Cronbach's Alpha coefficient to check the validity and reliability of the questionnaire we used in our study. The following table shows the results:

Table 01 : ALPHA DE CRONBACH Coefficient

	Number of paragraphs	ALPHA DE CRONBACH	Reliability Coefficient = Square Root of ALPHA
Organizational Justice Axis	19	0.784	0.885
Job Satisfaction Axis	12	0.662	0.814
Total Questionnaire	31	0.898	0.948

Source: Prepared by the researcher based on SPSS outputs.

The table above shows that the value of Cronbach's Alpha coefficient is high (0.898), which means that the questionnaire is reliable. The square root of the Cronbach's Alpha coefficient is also (0.948), which shows that the questionnaire is valid. So, we can trust the study tool (the questionnaire) to look at the results, answer the questions, and test the hypotheses.

2.7 Testing the Study Hypotheses and Analyzing the Results

Table 02: Results of Testing the Sub-Hypotheses

Independent Variable	Job Satisfaction					
Dependent Variable	B	R	R ²	Beta Value	Calculated T Value	Sig
Evaluative Justice	0.229	0.318	0.101	0.318	2.68	0.045
Procedural Justice	0.206	0.268	0.072	0.268	1.714	0.095
Distributive Justice	0.314	0.421	0.177	0.421	2.862	0.007

B = Regression Coefficient; R= Coefficient of Determination; R² = Coefficient of Determination

Source: Prepared by the researcher based on SPSS outputs

2.7.1 Regarding Evaluative Justice

- Beta value: 0.318
- Calculated T value: 2.68
- Significance value (Sig): (0.045)

Based on the significance value (Sig), which is 0.045 and less than the significance level α (0.05), we conclude that there is a significant role of evaluative justice in improving job satisfaction in the institution under study. Therefore, we accept the first hypothesis which states: (There exists a statistically significant effect of evaluative justice on enhancing work satisfaction within the company examined, with a significance level of $\alpha < 0.05$.).

This is attributed to the adoption of modern procedures in the field of employee performance evaluation, which is well-received by all employees.

2.7.2 Regarding Procedural Justice

- Beta value: 0.268
- Calculated T value: 1.714
- Significance value (Sig): (0.095)

The significance value (Sig) here is (0.095), which is greater than the significance level α (0.05). Therefore, it can be said that there is no significant role of procedural justice in improving job satisfaction in the institution under study. Accordingly, we reject the second hypothesis which states: (Procedural fairness plays a statistically significant influence in enhancing work satisfaction within the company examined, at a significance level of $\alpha < 0.05$).

Based on our observations during our presence in the institution, we noticed that the procedures followed by the institution are not well-received by employees, which affected their responses in the questionnaire (perhaps not all employees understand the nature of the legal procedures).

2.7.3 Regarding Distributive Justice

- Beta value: 0.421
- Calculated T value: 2.862
- Significance value (Sig): (0.007)

The significance value (Sig) here is (0.007), which is less than the significance level α (0.05), indicating a significant role of distributive justice in improving job satisfaction in the institution under study. Therefore, we accept the third hypothesis which states: (Distributive justice plays a statistically significant influence in enhancing work satisfaction within the company examined, at a significance level of $\alpha < 0.05$).

This is due to the employees' satisfaction with how tasks and responsibilities are distributed, as well as how bonuses and compensations are allocated. This was evident in their responses to the questionnaire.

Table 03: Results of Testing the Main Hypothesis

Independent Variable	Dependent Variable	B	R	R ²	Beta Value	Calculated T Value	Sig
Organizational Justice	Job Satisfaction	0.366	0.406	0.165	0.406	2.739	0.009

B = Regression Coefficient; R = Coefficient of Determination; R² = Coefficient of Determination

Source: Prepared by the researcher based on SPSS outputs

The Sig value is 0.009, which is below the usual significance level α (0.05). This means that there is a statistically significant link between job satisfaction and organizational justice.

- Calculated T value: 2.739. This value indicates that there are statistically significant differences between the groups in organizational justice.

- BETA value indicates the strength and direction of the relationship between the two variables. In this case, the BETA value is 0.406, which indicates a positive relationship between organizational justice and job satisfaction.
- The correlation coefficient R and the regression coefficient B indicate the strength and direction of the relationship. The R value here is 0.406, indicating a moderate positive relationship between organizational justice and job satisfaction. The B value here is 0.366, which shows that there is a moderate increase in job satisfaction with an increase in the level of organizational justice. Therefore, we accept the hypothesis.

Based on the above, the results indicate that there is a significant role for organizational justice in improving job satisfaction in the General Directorate of the National Insurance Company, and there is a moderate positive relationship between these two variables, whereby job satisfaction increases with the increase in the level of organizational justice.

3. Conclusion

Organizational justice constitutes a fundamental pillar in enhancing job satisfaction within institutions, by applying principles of fairness in the distribution of resources, the procedures followed, and interpersonal relationships, organizations can create a more harmonious and trustworthy work environment. Employees who are treated fairly perceive that their efforts are valued and that they are respected, which strengthens their sense of belonging and loyalty to the organization.

The impact of organizational justice also extends to increased productivity and improved overall organizational performance, when employees feel satisfied and fairly treated, their motivation to work increases, and they become more willing to contribute effectively to the achievement of organizational goals. Therefore, leaders and administrators should emphasize the promotion of organizational justice as an integral part of their management strategies in order to ensure a positive and sustainable work environment.

In this research paper, we examined the role of organizational justice in improving job satisfaction among employees at the General Directorate of the National Insurance Company (SAA). The study generated a set of theoretical and field-based findings, on the basis of which several recommendations were proposed, the main findings of the study are summarized as follows:

Theoretical results

- Organizational justice enhances the feeling of equality and fairness among employees, leading to improved job satisfaction. The theory affirms that employees who feel fairness in the distribution of resources and rewards are more satisfied with their jobs and professional performance.

- Theories confirm that organizational justice contributes to reducing tension and conflicts in the work environment. Transparency and fairness in organizational procedures and decisions help reduce feelings of injustice and stress, improving relationships among employees and increasing job satisfaction.
- Theoretical results indicate that organizational justice leads to improved job performance. Employees who are satisfied with the work environment and fairness in treatment are more motivated to achieve high performance and contribute effectively to the organization's goals.
- Organizational justice enhances trust in the administration and the institution in general. When employees feel that management follows fair and just policies, their trust in leadership increases, and they become more willing to cooperate and contribute to achieving shared success.
- Organizational justice contributes to strengthening social cohesion among employees. The feeling of justice and mutual respect leads to the building of positive and strong relationships among team members, which positively reflects on job satisfaction and teamwork.

Field results

- Acceptance of the first hypothesis: The testing of the study's hypotheses confirmed that there is a statistically significant role at the significance level $\alpha \leq 0.05$ for evaluative justice in improving job satisfaction in the institution under study. This is due to the institution's adoption of modern and effective standards and means in evaluating employee performance, which led to the acceptance and appreciation of these evaluative standards by all employees.
- Rejection of the second hypothesis: The results led to the rejection of the second hypothesis, indicating that procedural justice does not play a statistically significant role in improving job satisfaction in the institution under study at the significance level of $\alpha \leq 0.05$, this finding may be explained by the fact that employees do not appear to perceive the institutional procedures as fair or sufficiently transparent, one possible reason is their limited understanding of the nature and purpose of these formal procedures, particularly since such procedures are primarily designed and imposed at the upper management level without broad employee involvement, as a result, employees may feel excluded from the decision-making process, which weakens their perception of procedural fairness and reduces its potential influence on their level of job satisfaction. This may also explain the relatively weak responses reflected in the questionnaire results.

- Acceptance of the third hypothesis: Which states that there is a statistically significant role at the significance level $\alpha \leq 0.05$ for distributive justice in improving job satisfaction in the institution. This is due to employees' satisfaction with how tasks and responsibilities are distributed, as well as the distribution of bonuses and compensations, as shown in the results of the questionnaire.

Recommendations

There are a number of solutions and recommendations the institution must adopt in order to consolidate the principles of justice in the company:

- Continue to improve performance evaluation procedures and enhance transparency and credibility in these processes to ensure continued employee acceptance and satisfaction.
- The need to review and simplify administrative procedures to ensure employees understand and accept them. Training workshops can be held to familiarize employees with the nature and importance of these procedures.
- Maintain a fair and transparent system for distributing tasks, responsibilities, bonuses, and compensations, and work on developing it in line with employees' needs and aspirations.
- Strengthen communication channels between management and employees to clarify policies and procedures, and ensure employee participation in decision-making, which enhances their sense of justice and belonging.

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